

# Sales Management

THE MAGAZINE OF  
MARKETING

How Rheem Finally Made  
Decentralization Work

Page 33

Be Your Own Economist!

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Wash & Wear: Red Hot News

Page 48



Angus Lightfoot Walker  
President, Nixen Manufacturing Co.

A BILL BROTHERS PUBLICATION

MAY 16, 1958

FIFTY CENTS

Winner of the  
George Washington  
Honor Medal



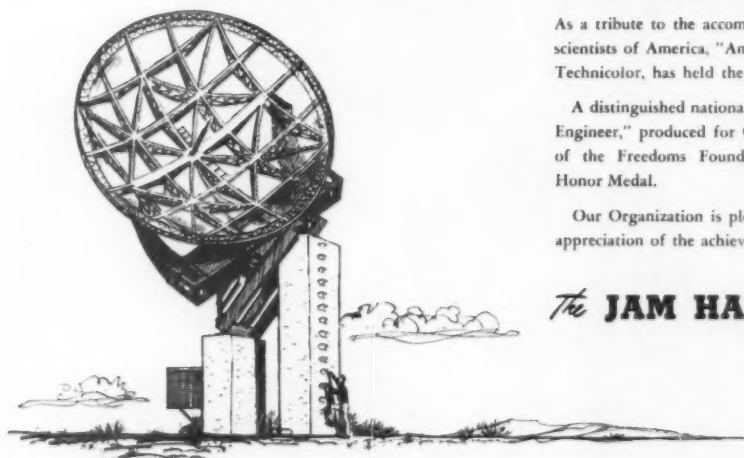
## The Top Award Goes to "AMERICAN ENGINEER"

As a tribute to the accomplishments of the engineers and scientists of America, "American Engineer," in superscopic Technicolor, has held the eyes of 11,226,685 theatregoers.

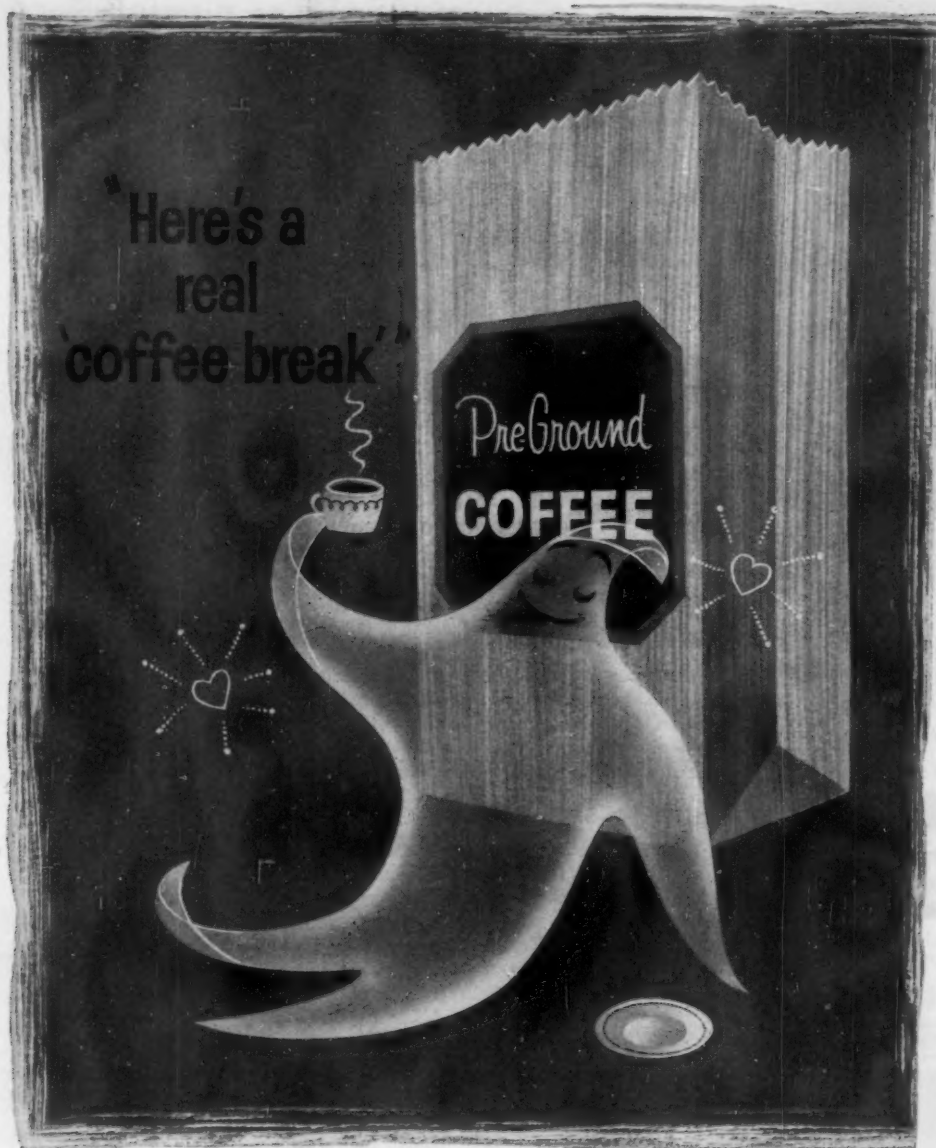
A distinguished national jury has now chosen "American Engineer," produced for Chevrolet, for the highest award of the Freedoms Foundation, the George Washington Honor Medal.

Our Organization is pleased to have contributed to this appreciation of the achievements of America's engineers.

*The* **JAM HANDY** *Organization*



MOTION PICTURES • DRAMATIZATIONS • PRESENTATIONS • VISUALIZATIONS • SLIDEFILMS • TRAINING ASSISTANCE  
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Here's a  
real  
coffee break

PreGround  
COFFEE



NO TRAFFIC JAMS!



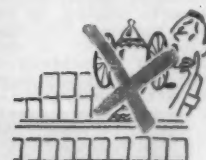
NO WRONG GRINDS!



NO SPILLAGE!



NO WASTED SPACE!



NO GRINDING!

( It beats the old grind! )



Colonial Stores, Stop & Shop and others have proved it true: *fresh, pre-ground coffee in PLIOFILM lined bags beats in-the-store grinding all hollow!*

Fact: with the elimination of store grinding, their coffee is moving faster than ever. Wasted coffee and wasted space are down—sales up!

How about you? Tired of the "old grind"? Are you ready to make the big change that makes so much sense? For details, WRITE THE GOODYEAR PACKAGING ENGINEER, Packaging Films Dept. Q-6434, Akron 16, Ohio.

Pliofilm, a rubber hydrochloride—T. M. The Goodyear Tire & Rubber Company, Akron, Ohio

GOOD COFFEE STAYS GOOD IN

Pliofilm

BY

GOOD YEAR



MAY 16, 1958

1



**SMILES Pay Off for OHIO OIL**  
—especially the smiles of customers "tickled pink" by the new "Smile-maker" service program of THE OHIO OIL CO., Findlay, Ohio. To promote this friend-making, sales-

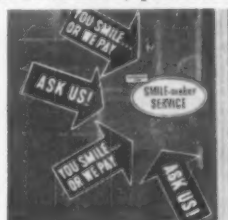


IDEA NO. 132

making campaign, Ad Mgr. JACK PHILLIPS developed this big (18" x 13") distinctive FACE-STIK sign. The transparent Kleen-Stik adhesive, applied after printing, keeps these bright reminders "stuck up" in station windows. RAD-MAR PRESS, of Toledo, did the colorful production under the eye of R. F. "FRITZ" RADKE, V.P.

**Outstanding  
P.O.P. Ideas**  
Featuring the World's Most  
Versatile Self-Sticking Adhesive!

In use, the FACE-STIK oval is surrounded by several die-cut window streamers pointing up the Smile-maker guarantee. This refers to the company's policy of satisfaction guaranteed to make the customer smile, or his money is refunded. The streamers, produced by



MASSILLON-CLEVELAND-AKRON SIGN CO., in Massillon, Ohio, are equipped with Kleen-Stik's miracle peel-an'-press "D" Transfer Tape. Ohio Oilmen like this moistureless, easy-to-apply adhesive that sticks tight—even when windows "sweat" and other adhesives fail. To all concerned, a great big smile for a job done in style!

Be sure to write for your free booklet, "101 Stik-Triks with Kleen-Stik"—chock full of P.O.P. ideas available through your regular printer, lithographer, or silk screen printer.

**KLEEN-STIK Products, Inc.**

Pioneers in Pressure-Sensitives  
for Advertising and Labeling

7300 W. Wilson Ave. • Chicago 31, Ill.

# Sales Management

THE MAGAZINE OF MARKETING

May 16, 1958

Vol. 80, No. 11

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

## HIGHLIGHTS

### LIGHTFOOT WALKER'S FIGHT FOR RHEEM

Angus Lightfoot Walker has put his reputation at stake. And the 14,000 stockholders of Rheem Manufacturing Co. are betting the company's future on Walker's reputation and ability. When Walker became president of decentralized, diversified Rheem, the firm had reached the point of disappearing dividends. Walker won the first round with record 1957 sales and a profit. But, with the recession, the red ink is out again and the fight is far from over.

33

### CONTINUING HEADACHE ON DISCOUNTS

There are a lot of gripes floating over the back fence regarding drop-shipment policies. And they're coming from both sides: distributors and manufacturers. Louis H. Brendel, merchandising director, James Thomas Chirurg Co., Inc., gives you both sides of the story—and what both sides want for the future.

101

### TRAINING TO SELL HARD

When you're a distributor for the Fafnir Bearing Co., you don't go to school. The school comes to you. After 30 coast to coast sessions, this traveling school has instructed more than 500 ball bearing distributors in sales service and engineering. And in this report, N. Bruce Bagger, manager of marketing services for Fafnir, tells how the school has become a "vital and forceful sales tool."

54

### WASH & WEAR — RED HOT NEWS

It's big and getting bigger. 1957 sales of wash and wear men's suits and slacks almost totaled \$200 million. Women's wear sales push that figure up tremendously. With housewives hungry for anything that will save labor, the wash and wear market potential is enormous. Here's the story of wash and wear—and its impact on a wide range of industries.

40

### A PARTY FOR POP

Pioneer Industries, Inc.—manufacturer of men's accessories—has quite a philosophy: "There's no recession that hard selling won't cure." And with Father's Day coming up June 15, Pioneer's salesmen are out doing some "hard selling." The firm recruited comedian Bob Hope and built a colorful promotion plan called "Party for Pop" around him and his children. Take a look at this off-beat promotion which has created dealer enthusiasm and sales.

82



Audit  
Bureau  
of  
Circulations



Associated  
Business  
Publications



National  
Business  
Publications



Magazine  
Publishers  
Association

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SALES MANAGEMENT



## HOW VALUABLE IS AD ENTHUSIASM?

"The main value of advertising is in the merchandising of it!" Do you agree with that statement from a 30-year veteran of marketing? Are you one sales chief who would reduce a schedule or cut out a medium entirely if salesmen did not get excited about it? (45% of the Sales Leadership Panelists *would!*)

## HOW TO BE YOUR OWN ECONOMIST

There's a salesman in the Broadway hit musical "The Music Man" whose one gripe at another salesman is: "He doesn't know the territory." Well today you've got to know more than the territory. You've got to know more than just how to sell your own product. You should know the nation's economy, its jumps and dips. To help you, Dr. Jay M. Gould, Research Director, SALES MANAGEMENT Survey of Buying Power, compiled this list of economic indexes *you'll* want to check.

## YOU CAN'T BUY FROM THIS STORE . . .

But it's reason for existing *is* selling. The store in question is the *model* store set up in the San Francisco offices of Cunningham & Walsh, Inc., advertising agency. It's one of the laboratories for "testing marketing tools and strategies."

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Management School for Customers

Mr. Ambassador

### Distributor Relations

Continuing Headache on Discounts

Real Training for Hard Sell Days

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### General Management

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You Can Turn Kids Into Businessmen

### Market Development

We Pioneer the Market—and Get Our Share of It

### Market Research

How To Be Your Own Economist

### Merchandising

Proving Ground for Sales Ideas

### Product Development

Wash & Wear: It's Red Hot News

### Sales Leadership Panel

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### Sales Promotion

Pioneer's "Party for Pop"

Stamps Stimulate Sellers Too: 9,000 Retailers Lick for Norge

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Worth Writing For 52

More than \$16,500,000  
is spent every day in  
the Recession-Resistant  
Hospital Market



HOSPITALS, J. A. H. A. is the most direct way to reach the most people who buy for the nation's hospitals.

1. 17.9% to 28.3% More in Average Total Paid Circulation\*

HOSPITALS	17,878
Modern Hospital	15,164
Hospital Management	13,939

SOURCE: ABC Publisher's Statements for 6 months ending December 31, 1957

2. 25.6% to 32.2% More in United States Circulation\*

HOSPITALS	16,490
Modern Hospital	13,110
Hospital Management	12,474

SOURCE: ABC Geographical Analysis of Total Paid Circulation for the November 1, 1957 issues

\*Above computations made by HOSPITALS

Send for Detailed Comparative Circulation Report

## HOSPITALS

5M

Journal of the American Hospital Association  
Research Department  
18 East Division Street  
Chicago 10, Illinois

PLEASE SEND LATEST REPORT COMPARING HOSPITAL PUBLICATION MARKET COVERAGE.

Name..... Title.....

Company.....

Principal Product.....

Street.....

City..... State.....

**HOSPITALS**

18 East Division Street, Chicago 10, Illinois  
Journal of the American Hospital Association

Prominent Users of Strathmore Letterhead Papers: No. 134 of a Series

*Esther Williams Pools are completely equipped with all filtration and protective devices for healthful, safe recreation.*



**One name stands out** in almost every field of business. The name of Esther Williams is as important in swimming pool circles as Strathmore is in fine stationery. The two are hand-somely paired in the distinctive letterhead of the International Swimming Pool Corporation, of which Miss Williams is President. The quality evident in Strathmore Letterhead Papers adds impressively to the corporate character of the companies whose names appear on them. A list of the company names, on letter-heads bearing the Strathmore watermark, would be a roster of prominent firms throughout the country.

**International Swimming Pool Corporation** of White Plains, N. Y. is the exclusive manufacturer of Esther Williams Swimming Pools. Because of unique design features and new manufacturing techniques pioneered by International, it is now possible for the average family to enjoy what used to be a rich man's luxury.

STRATHMORE LETTERHEAD PAPERS: STRATHMORE PARCHMENT, STRATHMORE SCRIPT, THISTLEMARK BOND, ALEXANDRA BRILLIANT, BAY PATH BOND, STRATHMORE WRITING, STRATHMORE BOND, ENVELOPES TO MATCH CONVERTED BY OLD COLONY ENVELOPE CO. STRATHMORE THIN PAPERS: STRATHMORE PARCHMENT ONION SKIN, STRATHMORE BOND ONION SKIN, STRATHMORE BOND AIR MAIL, STRATHMORE BOND TRANSMASTER, REPLICA.



# STRATHMORE

MAKERS OF FINE PAPERS

STRATHMORE PAPER COMPANY, WEST SPRINGFIELD, MASSACHUSETTS

BETTER PAPERS ARE MADE WITH COTTON FIBER



## Sales Management

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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U. S. and Canada: \$10 a year  
Foreign: \$15

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For Offices and Personnel

See Advertisers' Index

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(in addition to Sales Management): Sales

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SALES MANAGEMENT

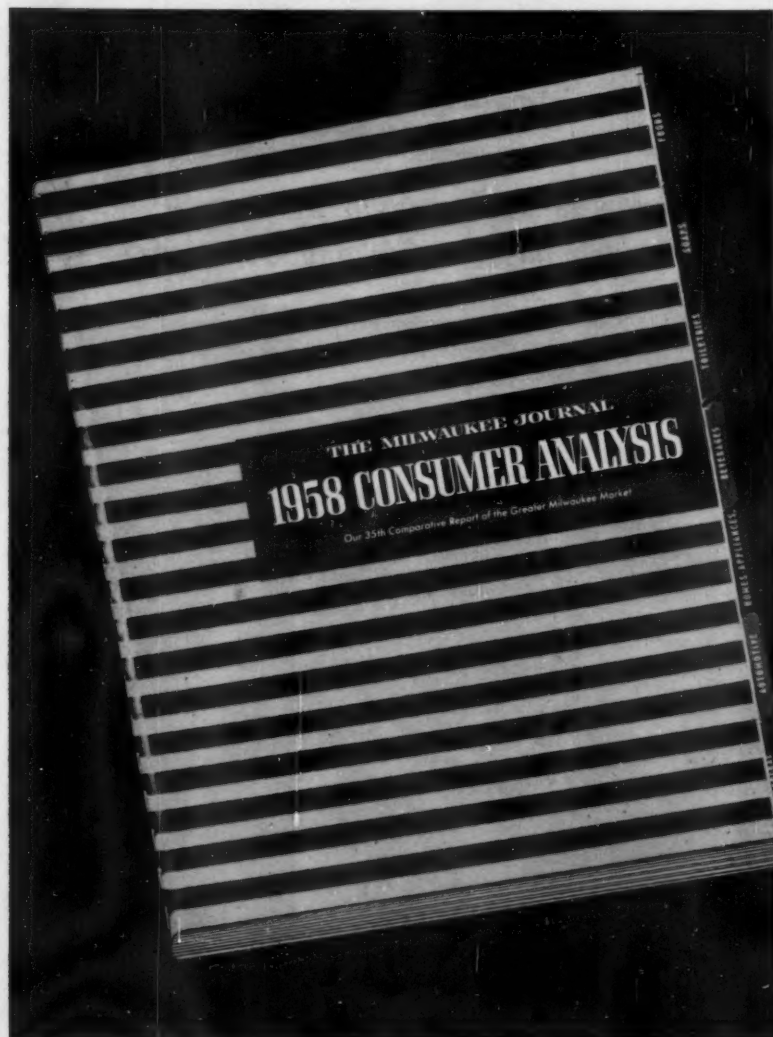
# Buying Habits and Brand Preference in 1958

Here's the up-to-date picture of consumer buying habits in a metropolitan market of 324,000 households and over a million population. It's the 35th annual report of America's original Consumer Analysis—telling what, when and where Milwaukee people buy; their brand preference and product usage; ownership of cars, appliances, homes and their buying plans. This information, all gathered since January 1, 1958, again shows the competitive positions

of brands in many lines, shifts in preference for brands and types of stores, dealer distribution by brands and comparisons with past years. Write for a copy and get the close-up details on local marketing and buying factors which influence your sales in the big Milwaukee market.

## THE MILWAUKEE JOURNAL

National Representatives, O'Mara & Ormsbee, Inc.  
New York Chicago Detroit Los Angeles San Francisco



## Scores of Subjects Covered

### FOOD PRODUCTS

Baby foods, bacon, baked beans, baking mixes, bread, biscuits, butter, candy, catsup, chili con carne, canned beef stew, coffee, cookies, cooking or salad oil, canned corn, cottage cheese, corned beef hash, crabmeat, crackers, cranberries (sauce), dessert powders, dog food, flour, frosting mix, frozen foods, fruit juice, hams, jams, jellies, luncheon meats, macaroni, margarine, milk, peanut butter, peas, pie filling, pineapple, potato salad, potato chips, rice, salad dressing, salmon, shortening, spaghetti, dry soup mixes, tea, tuna, wieners, sugar, yeast.

### SOAPS, ALLIED PRODUCTS

Powdered bleach; bleaching fluid; deodorizers; furniture polish; laundry starch; scouring cleansers and pads; soaps and cleaning agents for baby clothes, dishes, fine fabrics, hardwood floors, household laundry, linoleum or tile floors, walls and woodwork; toilet cleaners; floor wax; household ammonia; shoe polish; fabric softener and water softeners.

### DRUGS, TOILETRIES

Antiacids, deodorants, facial cream, facial tissues, hair spray, tonic or dressing, hand cream or lotion, toilet soap, headache remedies, lipstick, nail polish, home permanent waves, safety razors and blades, shampoo, electric shavers, shaving cream, tooth paste, toilet articles purchased in grocery stores, liquid facial make-up, toothbrushes.

### BEVERAGES

Gin, grape brandy, rum, scotch, vermouth, vodka, whisky, wine, beer, soft drinks.

### HOMES, APPLIANCES

Clothes dryers, cooking ranges, dishwashers, garbage disposers, owners and renters of homes, home heating, power lawn mowers, planning to build or buy, painting, refrigerators, television sets, toasters, washing machines, carpets and rugs, mattresses, sheets, bath towels, lawn seed, fertilizer, weed killers, insecticides, air conditioners, dehumidifiers, incinerators, electric frying pans, water heaters, cooking utensils, band saws, drill presses, lathes.

### AUTOMOTIVE

Antifreeze, make and model car owned, gasoline, motor oil, tires, ownership and make and model of second car in family, planning to buy, insurance.

### GENERAL

Boats, cellulose sponges, cigars, cigars, composition of families, girdles, brasieres, shoes, pipes and pipe tobacco, paper towels, aluminum foil, paper napkins, toilet tissue, wax paper, family income, employment, life insurance, outboard motors, installment buying, fountain pens, vacations, evening shopping, wrist watches.



# First Fashion Pictures From Paris

By BETTE CAMPBELL

PICTURES of new Paris fashions, shown today for the first time in America, reveal the dramatic changes in fashion's future.

These photographs were taken in Paris exclusively for The Bulletin by French photographer Jacques Fouquier. Check the picture of new day dresses—more headlined here than a month ago from the French capital and already affecting American fashions, as designers and manufacturers here prepare to adopt these creations in clothes Philadelphia shops will be showing in weeks to come.

Note the audaciously short skirts and the space-age "newness" expressed in their look! See the "Trapese Line" which made Yves St. Laurent, summer in the late Dior, the sensation of Paris!

These and other photos illustrated mark the season as the beginning of a new fashion era!

The Evening Bulletin  
Women Today



## Variety is a reason why

*in Philadelphia nearly everybody reads The Bulletin*

For the latest in fashions, food, clubs, home, gardens and scores of other subjects, women in Greater Philadelphia depend on The Evening and Sunday Bulletin.

This newspaper is tailored to the varied interests of all members of the Philadelphia family.

It is this family appeal of The Bulletin that helps make it such an effective advertising medium. It

delivers sales messages which are read in the home, where most of the decisions to buy are made. Philadelphians like The Bulletin. They read it, respect it and respond to the advertising in it.

**Advertising Offices:** Philadelphia • New York • Chicago  
**Representatives:** Sawyer Ferguson Walker Company, Detroit • Atlanta • Los Angeles • San Francisco • Seattle  
**Florida Resorts:** The Leonard Company, Miami Beach.

*The Bulletin publishes the largest amount of R. O. P. color advertising in Philadelphia—Evening and Sunday!*



YVES ST. LAURENT OF DIOR shows the "Trapese" with fairy-like quality for evening. Billowy white nylon set is size-busted with jewels from princess neckline almost to edge of knee-length skirt. To be adapted by Nancy Green for The Blum Store.



YVES ST. LAURENT OF DIOR shows a split-level version of the "Trapese" with brief over-hang jacket top and skirt flaring with wide box pleats. Slightly longer than knee-length. To be adapted by Hannah Gray for Nan Dinkin.



GUY LAROCHE is non-conformist about the waist, pinching in the front, flaring the back. To be adapted by Seymour Fox for Borevic Teller.



## EDITORIALS



Who is not aware that 8% of workers, for the nation as a whole, are unemployed? But how often do we remember that 92% of us are employed?

As Bill Power of Chevrolet has been saying all around the country in the auto industry's "You Auto Buy Now!" rallies, "Let's sell to the 92% and the other 8% will be called back to work!"

### A Salesman Whodunit

A book which is hitting the best seller list is the story of an American-born oil salesman who worked throughout World War II as an amateur spy and whose espionage affected D-Day. The book, "The Counterfeit Traitor," tells a story of a man named Eric Erickson who won his letters in both baseball and football at Cornell and then became an oil salesman on a global basis, finally settling upon Sweden as his headquarters.

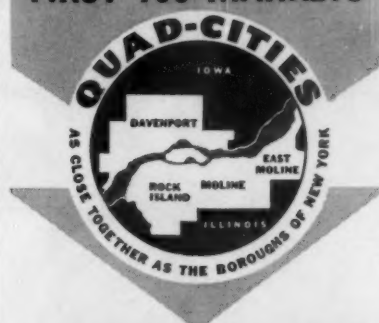
There former U. S. Ambassador Laurence Steinhardt recruited him as a spy for the Allies. In his guise as an oil salesman he went back and forth between Sweden and Germany, completely fooling Himmler and other Nazi bigwigs to the point that he received a special pass to all the restricted areas he wanted to visit inside Germany. Then either by running back to Sweden or using a secret code he pin-pointed the areas for the Allied forces to bomb.

You will not find anything in it about selling per se, but if you have a yen for thrilling escape literature we heartily recommend this suspenseful tale. The author, Alexander Klein, was drawn to this man's story because he, too, had been a salesman before he became a professional writer.

### Could Nixon Be Wrong on Ads?

We who are in charge of sales are receiving lots of high level attention. President Eisenhower has called for "better salesmanship," and now Vice-President Richard M. Nixon has addressed these

ONE OF THE  
FIRST 100 MARKETS



**WHBF**  
RADIO & TELEVISION

the station of  
marketing success  
in the Quad-Cities

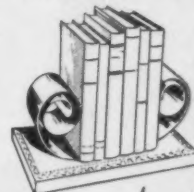


REPRESENTED BY AVERY-KNOEL, INC.

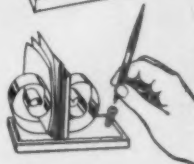
**NEW! SALES BOOSTERS**  
THAT  
**MAKE & HOLD BUSINESS**

**AMAZING SPRING COILS**  
AUTOMATICALLY ROLL IN OR OUT

Spring-Tite  
Book Rack  
FOR  
Books, Catalogs,  
Magazines



Spring-Tite, Jr.  
Pen-Set  
Magically Holds  
Mail, Memos,  
Booklets



Spring-Tite, Lighter  
Pen-Set

Practical Desk-Set  
with Pen and  
Handy Lighter



**All Items Imprintable**  
Win Friends! Outstanding . . . Unusual  
Christmas and Incentive Merchandise  
from \$1.00 up.

**WRITE FOR COMPLETE CATALOG**

**BETTER LIVING INDUSTRIES**

297 CHURCH ST. N. Y. C. 3, N. Y.



## Ad in a hurry

This New Departure ad, timed to tie in with recent missile launchings, appeared nationally five days after it was written.

This was made possible through NEWSWEEK's "Fast-Break" Page Service. Call or write your nearest NEWSWEEK office to learn how this last-minute NEWSWEEK service can work for you.

### "Fast Break" Facts

Place order with NEWSWEEK-New York not later than Thursday noon; plates (or copy and layout) not later than Friday noon. Only one such page per issue. Copy must be of immediate nature, subject to NEWSWEEK's approval. B & W page only; regular NEWSWEEK mechanical requirements; regular B & W rate.



SALES MANAGEMENT

words to us in his talk before the American Newspaper Publishers Association:

"We have heard a great deal of talk lately in which the American people are urged to buy. This is sound, but a necessary counterpart for such a program is that American business must recognize that this is a buyer's market and act accordingly. New products, increased advertising, lower prices can have a dramatic effect on consumer psychology.

"In this connection I was interested to note that several publishers to whom I talked in Washington observed that their national advertising was down as much as 40% in the first quarter, while their local advertising has held up reasonably well.

"I can think of no more short-sighted action than this on the part of national advertisers. The very people who have most at stake in the survival of our free economy should be betting on its growth rather than hedging on its possible failure."

Anybody disagree?

### Individualism in the Mass Market

Man is a stubborn animal. Just when the motivationists have all of us neatly catalogued they ruefully discover that we—the masses—kick up our heels and demand to be treated as individuals.

It would be unfair, for example, to consider the Edsel Ford's much ballyhooed \$250 million new car, as a flop all by itself. It is now clear that Edsel is the fall guy in the public's scorn of the present trend in automobile development. It is now obvious that the people genuinely hungered for a "new" approach to automobiles. So they followed news of the Edsel's development with great interest. They flocked to showrooms to look. But all they got was more of the same—and at a higher price. They've vented their greatest wrath: indifference. The need of the individual was misjudged. Autos are made by the millions—but bought one at a time.

### "Adventures of the Mind"

The mass magazines are betting that more than a handful of people among their multi-million readers will respond to "double dome" articles. For example, Ben Hibbs, editor, and Robert Fuoss, executive editor, *The Saturday Evening Post*, have just launched a year-long series of "Adventures of the Mind." Probably not many of the *Post's* readers have heard of Jacques Barzun (Dean of Faculties and Provost, Columbia University, New York City) who writes for the *Post* in this series. But we bet that thousands of the magazine's readers identify themselves with this Barzun quote:

"Take a man who lives in a small town, a businessman who is not aware of any intellectual interests, though he feels a sturdy patriotism, local and national. Such a man, contrary to all appearances, . . . is a client of scholarship. He need not belong to the county historical society to approve, as bank director, a decision to make the new bank building a replica of Independence Hall.

"But this puts him at once in the grip of half a dozen humanities. Questions of art, of taste, of semantics, of period style, of historical accuracy bother his unaccustomed head. He begins to live at once in the present and the past; his imagination adds to its work on discount rates, visions of pediments and meditations on cracked bells. . . . Meanwhile he has turned author after having become a consumer of scholarship, a defender of it to his exasperated family—indeed, a scholar in spite of himself."

MAY 16, 1958

you need **2**  
in any market...



but  
look at  
'em in  
**TULSA!**

Take a billion one dollar bills and scatter them over northeastern Oklahoma . . . makes a pretty picture, doesn't it? And it's more than just a pretty mental picture—it's a hard, concrete fact. Yes, there's a billion dollar market out there for you to tap . . . through KVOO-TV, CHANNEL 2. Tulsa, Oklahoma's No. 1 market sits in the very heart of this fertile dollar area. Think of it . . . the "wampum" of northeastern Oklahoma plus the *productive coverage* of KVOO-TV. Man, there's a combination that's good for you!



For current availabilities  
contact any office of  
Blair Television Associates

Can You Guess What This Picture Represents?

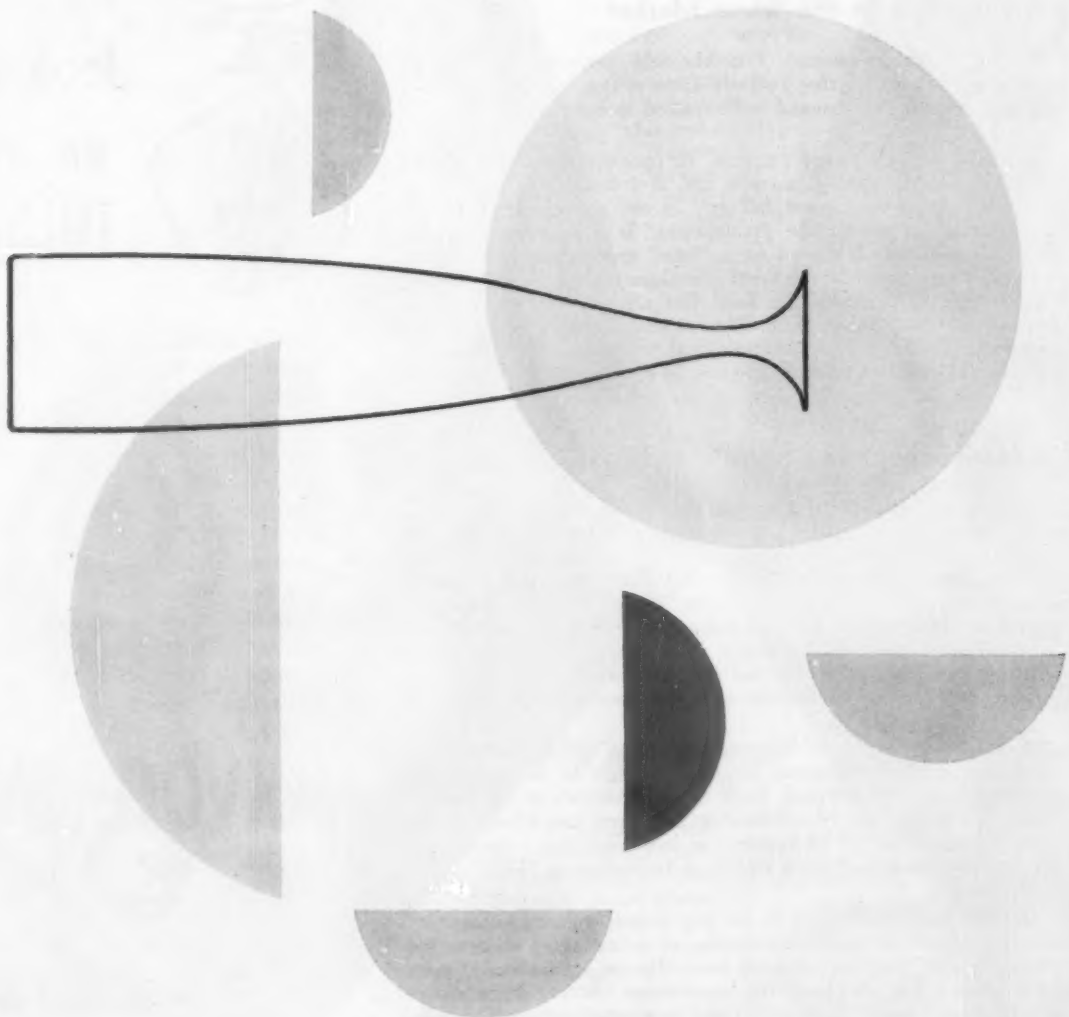
a. "Still Life" by Como Quepasa?

b. Chemist's fractionator?

c. Shapes of home accessories?

this may look  
like a puzzle to you...

...but it's one reason Hearst Magazines help you get more sales from your advertising





Because it concerns their special interest, readers as well as editors of *House Beautiful* know the answer to this puzzle. These are shapes used to illustrate a recent article in *House Beautiful* on how to arrange home accessories.

Keen devotion to the readers' prime interest has built a large, loyal following for *House Beautiful*—and is one reason why advertisers enjoy the *plus* of a strong, steady "tailwind" that gives a sure lift to sales.

#### Readers willing and able to buy

*House Beautiful* has long been the established arbiter of good taste in home decorating, the Pace Setter of exciting new architectural trends. Its readers have money and are willing to spend it. And trade results prove they do much of their buying through the pages of *House Beautiful*.

Just as *House Beautiful* caters to the home-conscious woman, each of the 10 Hearst Magazines is edited for a particular consumer group. Whether the interest of the group be fishing or fashion, piston rings or engagement rings, there's a Hearst Magazine devoted *exclusively* to this consuming interest. And because Hearst readers are *interested* readers, advertising in Hearst Magazines always reaches a prime audience of *prospects*—not *suspects*!

#### How this editorial concept helps advertisers:

- Advertising reaches readers in the mood to buy
- Advertising is focused where interest is keenest
- Editorial and advertising content work in tandem
- Editorial integrity lends prestige to advertising
- Each magazine is the authority in its field
- Hearst readers are sold—only need to be told!



## HEARST MAGAZINES

10 keys to the special interests of 10 groups of people



## RECOVER LOSSES INCREASE SALES

45 Locally edited Catholic Family newspapers offer — 33% larger families (1,400,000 of them) — 33% more demand for all goods and services — and \$1,100.00 more in retail sales per family. If you really want more sales here's your plus-market (22 billion dollars worth).



And, this Seal of Acceptance helps get you preferential endorsement from all — broker, distributor, dealer and consumer.

There is another "plus-market" in 38,000 Catholic Institutions. These newspapers reach management and buying personnel of most of some 800 hospitals serving more than 10,000,000 patients plus 12,000 schools with more than 4,700,000 students — a truly big plus market — a bonus over and above our 1,400,000 homes.

Speed recovery — increase sales — with these 45 newspapers which guarantee one more consumer per family — \$5 Billion in grocery store sales — \$22 Billion in retail sales and major influence among management and buying personnel in 38,000 Catholic Institutions.

Ask us to show you our new marketing and media presentation. One order — One bill — Group Discounts



**CATHOLIC FAMILY  
NEWSPAPERS**

295 MADISON AVENUE, NEW YORK 17, NEW YORK

REPRESENTED BY BOGNER & MARTIN,  
NEW YORK, CHICAGO, ATLANTA

## CORPORATE CLOSE-UP

THE **HAMILTON-SKOTCH** CORPORATION

### After Several Flops It Put the Plaid in Picnic

It's spring again. The time for love, leisure—and picnics. And no doubt it's the favorite time of the year for brothers Myron and Herbert Piker.

Their Hamilton-SKOTCH Corp., Hamilton, Ohio, is a major producer of picnic coolers, jugs, grills and insulated bags (approximately 40 million of these products will be sold this year with H-S accounting for a "healthy" percentage).

Volume has increased rapidly since the brothers started to make picnic products ten years ago ('57 sales: around \$5 million). And this year they look for a whopping 50% sales increase. Recession or no recession.

Says Myron: "We don't expect a downward turn in the picnic business. Families will continue to go on picnics no matter how bad the times. They get much more fun at much less expense so the picnic business has its own built-in recession insurance."

H-S isn't counting on just "more leisure time" to boost sales. Advertising investments during 1958 will be 25% above last year. Campaigns are concentrated during the heavy sales periods—February through July and November through December.

Business was not always a picnic for the Pikers. When they returned from military service in 1946 they found the family metal box business in urgent need of rehabilitation. Their father had died the year before. So Herbert became president, handled production and financial problems. Myron, as vice-president, began to rebuild the sales organization from a new sales headquarters in New York. HQ at that time amounted to desk space on lower Broadway.

They looked for new products and came up with a fisherman's minnow bucket which promptly flopped. One retailer thought it might make a good picnic cooler. They painted it blue and yellow, gave it a \$6.95 price tag—and it flopped again. It was a "good product" but it didn't sell. "We knew the answer was visual appeal," reflects Myron Piker, "but how to achieve it was another question."

They turned the problem over to a professional designer. The result: an ice box covered with plaid plastic, trimmed with leather, and with a leather handle. The price tag this time read \$49.95. The brothers were learning about business the hard way. The price wouldn't sell.

Try again. A lithographing process reproduced the plaid design and the leather handle was changed to plastic. They called it the Skotch Kooler. They priced it at \$7.95 (today's price \$8.59). And it sold.

Hamilton-SKOTCH, which "put the plaid in picnic," today makes 67 products (including home filing equipment and fishing tackle and utility boxes), and boasts that picnic unit sales have reached nine million. One of the factors behind the company's growth is brother-in-law Norman Orent. When business began to boom, the Pikers enlisted his aid. He became an equal stockholder and was named vice-president and general manager. He masterminded further corporate expansion.

When Myron originally set up a sales staff in 1947, he had 17 representatives doing the selling. Now the number is 65 and about 50,000 retailers carry the H-S line.

SALES MANAGEMENT

## SOMETHING MISSING



## ... LIKE CALIFORNIA *WITHOUT* THE BILLION-DOLLAR VALLEY OF THE BEES

- ✓ Actually, total effective buying income of more than \$2.7 billion
- ✓ More effective buying income than all of Colorado
- ✓ Not covered by San Francisco and Los Angeles newspapers

Get your message into California's inland valley with the Bee newspapers, the newspapers that go home to valley people. Shoreline journalism just doesn't do the trick.

Data Source: Sales Management's 1957 Copyrighted Survey

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



## McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

In the newspaper field, only McClatchy gives national advertisers three types of discounts . . . bulk, frequency and a combined bulk-frequency. Check O'Mara & Ormsbee for details.

MAY 16, 1958





AIRCRAFT  
AND MISSILES  
MANUFACTURING



# *No place this side of Planet IV to hide...*

*Manned rockets—space stations—orbiting the moon are the next steps in man's conquest of the unknown. The men dedicated to the penetration of outer space are seeking practical assistance and information to solve their complex technical problems.*

## **AMM is your direct means of communication . . .**

The technical men on the practical level of designing and producing airplanes, missiles, space stations, power plants, components, systems and controls . . . told us they can not spend the time to search for technical data in publications covering unrelated fields and serving unrelated problems. They want all the practical manufacturing information—design, materials data, engineering specs, tooling, welding, forming, finishing, quality control, testing, fabricating, assembly, in one book. To fill this need Chilton created **AIRCRAFT AND MISSILES MANUFACTURING** for the integrated design-production-procurement team.

## **AMM editors write for this \$10-billion industry . . .**

Here's what AMM readers said after Volume I Number 1 :

"Thanks for putting all my must reading in one magazine."— "... very interesting and understandable."—"... sort of fits like a comfortable shoe."  
"... definitely fills a void in trade publications." We could go on with words of praise, *but* we would like you to see this editorial approach for yourself. Pick up the current issue of AMM. Look at the perfect editorial concentration on the needs of the men responsible for engineering and production.

## **AMM advertisers tell all in the industry market-place . . .**

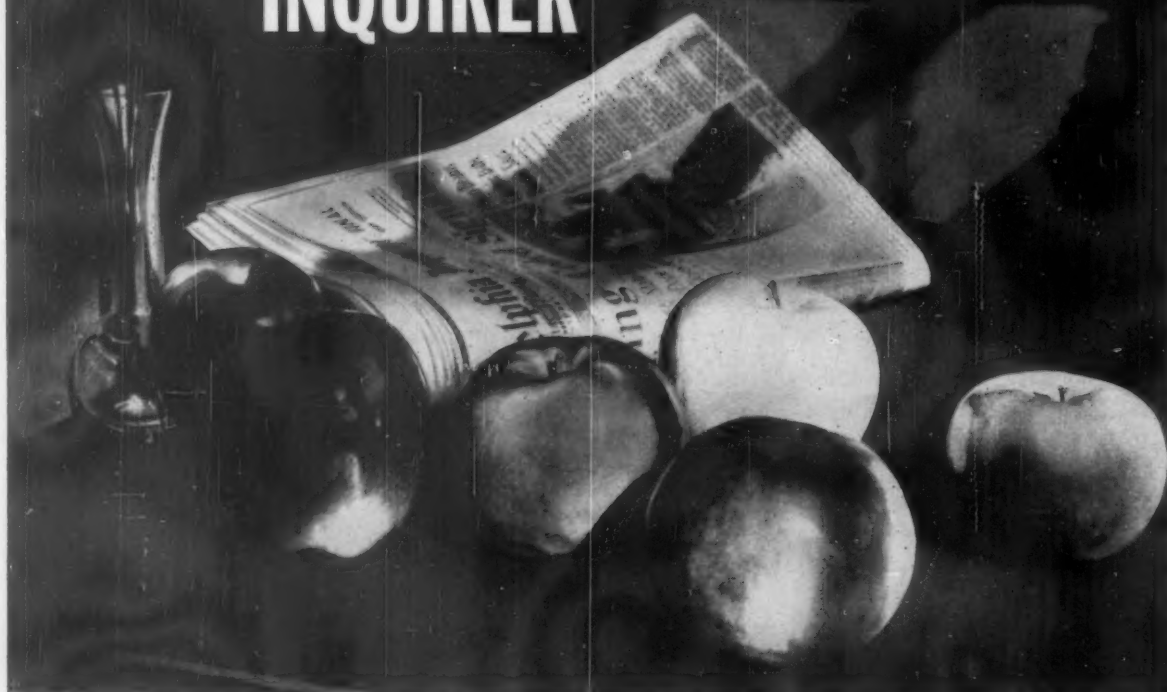
Preconditioned by technical editorial material, AMM readers are receptive to your advertising messages. Currently, 18,500 buyers and specifiers in this \$10-billion market place look to AMM for practical design, production and engineering information. Present your advertising messages regularly and directly to this clearly defined audience.

SPACE MAN illustration courtesy of Thiokol Chemical Corporation, pioneers in the development of solid propellants for rocket engines and high altitude missiles.



A Chilton Publication, 56 & Chestnut Streets, Philadelphia 39, Pa. Tel: SHerwood 8-2000

# GOOD MORNINGS BEGIN WITH THE INQUIRER



HEADS AS WELL AS HEARTS get primary attention from The Inquirer's editors. News is published in a distinctive manner . . . so that readers can understand the meaning of important events. Maps, definitions, profiles present the background of significant stories . . . point

out how and why as well as where and when. For The Inquirer's avowed purpose is to aid, inform and entertain its readers. Out of this avowal has grown a firm loyalty to this understanding newspaper and this loyalty is transferred to advertisers in The Inquirer.

## The Philadelphia Inquirer

*Constructively Serving Delaware Valley, U.S.A.*

**NEW YORK**  
ROBERT T. DEVLIN, JR.  
342 Madison Ave.  
Murray Hill 2-5838

**CHICAGO**  
EDWARD J. LYNCH  
20 N. Wacker Drive  
Andover 3-6270

**DETROIT**  
RICHARD I. KRUG  
Penobscot Bldg.  
Woodward 5-7260

**SAN FRANCISCO**  
FITZPATRICK ASSOCIATES  
155 Montgomery St.  
Garfield 1-7946

**LOS ANGELES**  
FITZPATRICK ASSOCIATES  
3460 Wilshire Boulevard  
Dunkirk 5-3557



Delaware Valley, U.S.A.—14  
county Retail Trading Area...  
home of 5,200,000 people  
... Philadelphia is the hub.

# SIGNIFICANT TRENDS

## Marketing News as Viewed by the Editors

**SELLING IS IMPROVING.** That's been our personal observation—even though it is not yet reflected in the statistics. Everybody, and that includes both President Eisenhower and our favorite barber, has been sounding off during past months in favor of more and better selling—urging the hard sell, the soft sell, the smart sell and the good old-fashioned sell. Every sales executive we've met has talked about the **recession in selling** and how "something" must be done about it. Our editorial pages have called for the rebirth of salesmanship, the rekindling of the old sales fire.

Well, at long last, we're beginning to see some results from all this talk and all these urgings. Salesmen are not only approaching us more frequently, but they are being uncommonly persuasive. Our mail contains more interesting, more alluring promotions. The advertising we see appears to be talking to us personally.

Just this past week three "moonlighting" cab drivers gave us unsolicited sales talks as we wriggled through Manhattan's traffic. One wanted to tune our piano (we have none); another talked mutual funds (we have some); the third offered to give our wife a demonstration of a new Electrolux vacuum cleaner, "complete with all the latest features."

**The customer feels a new power**, when he is sincerely urged to buy. He is made to feel important again, to feel like the king that he really is. But, he must be sold with full deference to his regal position. If you can't sell him, serve him. If you can't serve him, salute him anyhow because your status in the land of sales depends on winning the favor of this newly re-throned monarch. The buyer, now in kingly robes, is a greatly changed man. For instance:

**He's indifferent** to last year's models dressed up. He's indifferent to old, warmed-over sales and advertising approaches, to salesmen who tell but don't sell. Today's customer is as different as he is indifferent. He's lost the urge to buy, buy, buy of his

own accord. Left alone, he'll bank his extra cash or apply it to his instalment debt. He's fed up with consumption without appreciation. He wants to be wooed and he's not easily won. Not anymore he's not.

**He has changed.** In most instances, he's no longer a **new** prospect for your product. Chances are good that he is, instead, at least a one-time user. Yet so much advertising is aimed at selling people for the **first** time; so little is written to obtain **repeat** business, to reassure the customer that he was wise to choose your product before and should buy it again . . . now!

**He has a new attitude** toward the Joneses. We saw a demonstration of it recently. An affluent neighbor—formerly **the** Mr. Jones—brought home a new 1958 model car. And, as usual, his driveway was soon filled with the men of the neighborhood, peering under the hood, stroking the tail fins. This year, however, instead of envious congratulations and admiring comments, poor Mr. Jones listened to reason after reason why his fellow suburbanites thought he made a mistake in buying. "Who needs a big car?" "Nothing wrong with my '56." "Prices are coming down." "I'd rather put my money in the bank." "What was wrong with your other car?"

Apparently, latent desire to buy has been replaced to some extent with a mocking apathy. Interest in buying, acquiring, possessing the latest and the best must be re-cultivated. The salesman, the sales executive, who recognizes this change in today's customers will be successful in today's market.

**SPEAKING OF AUTOMOBILES**, it looks as though 1957 sales will amount to about 4.5 million units—down 2.5 million from the boom-high of 7.0 million set in 1955. Encouragingly, the "You Auto Buy Now" campaigns being launched by local car dealers are spreading fire-fast across the

(continued on page 20)

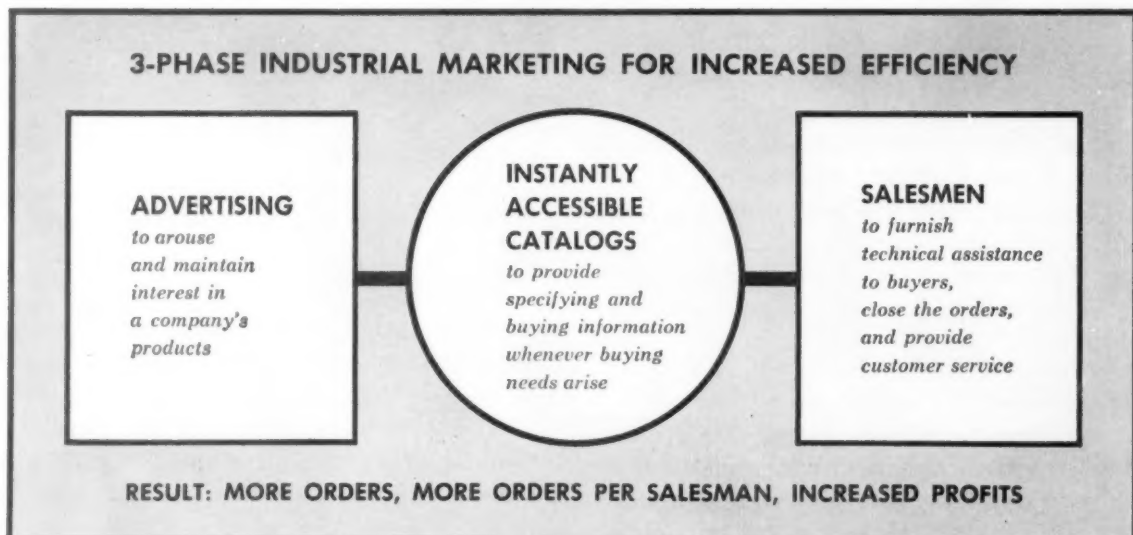
# How one company learned a marketing

- Recently, a major manufacturing company was seeking some fresh answers to the old question of how industry buys. As part of the project, two marketing specialists were assigned to spend a week in the company's own engineering department... watching designers select and specify the products they needed.

The two researchers were impressed by one overwhelming fact: *catalogs* play a far more important role in *buying* than the company had ever before suspected. The engineers preferred catalogs to any other information source... and difficulties or delays in obtaining a manufacturer's catalog seriously jeopardized that manufacturer's chances of getting an order.

Based on their recommendations, the company has focused new attention on making sure *its* catalogs will be used more often. This company knows that *catalog use* results in these distinct marketing advantages:

1. *More selling opportunities* for its sales representatives... as catalog use results in such buying actions as requests for engineering assistance, or specification and requisitioning of the company's products.
2. *More orders*, and more orders per salesman, since these





# lesson from its engineering department

salesmen spend more of their time with prospects who are ready to buy and have invited them to call.

3. *Lower costs per order*, hence lower overall marketing costs and greater profits.

The moral is clear: catalogs result in buying actions, but *only if they are used*. And it is the business of Sweet's Catalog Service to assure *optimum use* of manufacturers' catalogs.

Sweet's service, by keeping *your* catalog always instantly and conveniently accessible to your most influential prospects, will give focus to your entire marketing program . . . provide a major key to increased marketing efficiency and reduced marketing costs.

If you would like to know how 1,768 leading companies depend on Sweet's to achieve optimum catalog results, a call or letter to any Sweet's office will bring you the facts.



## SWEET'S CATALOG SERVICE

Division—F. W. Dodge Corp., 119 West 40th St., N. Y. 18

Service offices in all principal cities

*Sweet's helps you market . . . the way industry wants to buy*



### FROM THE BUYER'S POINT OF VIEW:

Theodore J. Kauffeld, Consulting Engineer, and President of Devenco, Incorporated, one of the country's leading design engineering firms, has this to say about the importance of manufacturers' catalogs:

*"There is no doubt about our need for instant, convenient access to manufacturers' catalogs on a very wide range of products. However, catalogs serve our needs best when they are provided to us in classified, indexed, and bound collections. We are then not handicapped by cumbersome files of loose catalogs, and the necessity of sending and waiting for those we do not have.*

*"It is to the engineering profession's benefit, and to the advantage of all suppliers, to encourage manufacturers to place their catalogs in such convenient, always-at-hand collections as Sweet's maintains in thousands of engineering offices."*

## Significant Trends (continued)

nation, with big sales increases following practically every rally.

Biggest value of the rallies is that they spark imagination and sales energy, such as exhibited by a DeSoto salesman in Ohio, who will take just about anything a customer has to offer as a trade-in on a new car. He has, over the year, accepted—and ultimately disposed of—houses, lots, cameras, diamonds, horses, boats, even an airplane. Result: he's a member of DeSoto's Master Salesman's Club.

**AMERICANS OVERSEAS** represent a big and unique market that is almost completely overlooked by U. S. companies. In the opinion of Californian Merle C. Blair, who now operates an advertising and marketing service in Garmisch, Germany, Americans living in Europe (some 800,000) are the "buyingest" people in the world. Yet, European postal authorities report that American families receive fewer than three pieces of mail **per year** from U. S. firms. Sales solicitations, says Blair, are welcomed like letters from home.

**RECESSION HAS HELPED** some businesses. Door-to-door selling has picked up. Sales of do-it-yourself supplies are going strong again. And, while we have no figures to prove it, aspirin sales are probably higher than ever.

But apparently, not all sales executives are taking aspirin to cure their recession headaches. A mild, recession-inspired boom is being enjoyed by management consultant firms and organizations in the incentive field. Sales chiefs are seeking guidance for themselves and stimulation for their sales staffs.

When we checked both the consultant and the incentive firms toward the end of last year, we got an entirely different picture. Business for them was in the doldrums. Then, as the economy moved into the second quarter they began to get terrifically busy. One management consultant explained it this way: "Up until the last quarter of 1957 we were busy devising long-range plans, organizing new divisions. Then the business news got bad and many of these programs were halted or completed and no new ones

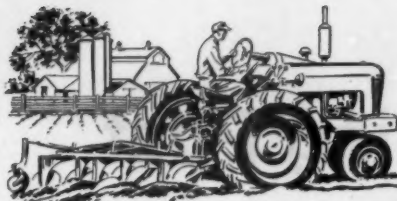
came. Companies were waiting to see which way business was to go. When they were convinced that the dip was here to stay awhile, they began to flood us with orders for short-range help in cutting costs, weeding out deadwood and unnecessary departments, improving order handling methods. Now we're up to our ears."

Incentive firms had the same experience. Contests stopped at year-end. Few new ones started. Then, sales managers realized that more and bigger contests, with more and bigger prizes, were needed to spur salesmen still further. The result was a surge in business that all but took these firms by surprise.

### Interesting, if not Significant . . .

**Use of margarine** passed the per capita use of butter for the first time last month. Average annual consumption of butter is now 8.5 pounds compared to 8.6 pounds for margarine. In 1935, the ratio was 17.6 to 3.0 in favor of butter . . . A **disposable paint roller**, called the Chuk-Away, is now being marketed for the lazy do-it-yourselfer . . . Only 11% of evening TV network time is devoted to **Westerns**—believe it or not . . . Sales of **toothpaste** in grocery stores have increased 172% in the past four years . . . Perhaps encouraged by this success story, Reynolds Metals Co. has **aluminum awnings** displayed in super markets in half a hundred major market areas . . . There were 48 companies in 1957 which had **sales of \$1 billion** or more . . . Seventy percent of women's and home magazines carry more than half of their **advertising linage** in two or more colors . . . Americans spend \$17.5 billion annually for **food** eaten away from home . . . The average **super market** makes \$110 worth of sales per year from each square foot of floor space . . .

. . . A **plane renting service** will soon be started by Hertz, the auto and truck renting firm. Planes will be rented to individuals or groups with the pilot provided, or to qualified pilots on a fly-yourself basis. Service will start in 56 cities, extending to 100 by year-end . . . A **color-conscious coal company** in Germany has developed a spray that makes coal red, blue, yellow, even white. It hopes to find favor with coal stove users . . .



# Forty tires per family!

Take a census of all the tea carts, baby buggies, bicycles, wheeled toys, and mobile cocktail bars in your own menage—and you may find that you, too, own forty tires.

At this point, however, any resemblance between you and a **SUCCESSFUL FARMING** subscriber ends. Because one-quarter of all SF subscribers own 40 new tires—on cars, trucks, tractors, other machinery.

Now you may be as unaware of farming as a Brooklyn born subway guard, but this one item about tires may suggest the scope of the present day farmer who makes a five-figure income by farming—and also the scope of **SUCCESSFUL FARMING**.

Farming is a business in transition, changing almost as fast as electronics or missiles. It requires money, big capacity, power, machines, assorted know-how and skills, new knowledge—and efficient and economical production.

**SUCCESSFUL FARMING** is published for the volume producer of corn, grain and livestock products, to help him keep up with his business.



He doesn't read SF—he studies it! And clips, files and refers to SF articles again and again. His wife does likewise. For the starkly simple reason that SF helps him make more money, helps her save work, helps the farm family live better.

**SUCCESSFUL FARMING** has been doing its job for fifty-six years, and never kidded the customers. Like the Harvard School of Business, it specializes in the case history, the realized accomplishment, with how-to diagrams, photos and details. Whatever SF says will work, *has worked!* In consequence, it has accumulated a degree of respect and influence, affection even, that no general publication can match, or even shoot at.

And it has attracted the country's best and brightest farmers and most prosperous farm families. The estimated average cash income (from farming) of the SF farmer last year was \$10,870. And its circulation is concentrated among the 41% minority of farmers who produce 91% of the total US farm cash income.

As a consumer medium, it offers the

advertiser one of the world's choicest class markets, in a choice waste-free package of 1,300,000 circulation. Nothing delivers an advertising message more effectively, or more cheaply.

If your 1958 business isn't as good as you had originally anticipated, you can use SF to your advantage—to find new quality customers, and to balance your national advertising in an important segment of the national market where general media have little penetration.

For details, call any SF office!  
*Meredith of Des Moines . . . America's biggest publisher of ideas for today's living and tomorrow's plans.*

## Customers that come to you!

"Okay. I believe **Successful Farming** is a good market, but we lack distribution in the sticks" says you. Phooey!

Today small towns have supermarkets.

And for major items, SF readers drive to your dealer in the nearest big town.

The SF farm family has money—estimated average cash farm income in 1957 was \$10,870! And SF has influence unmatched by any other medium, delivers your story most effectively, and most cheaply. For more sales, for better balance of national schedules, you need SF! Call our nearest office!

**Successful Farming** . . . Des Moines, New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, Los Angeles.








**ABC (1914)**

**AUDIENCE (1939)**

**READING DAYS (1956)**

**NOW!**  
**AD PAGE**  
**EXPOSURE**



Sell the POST  INFLUENTIALS - they tell the others!



There's no *Puzzle* to it!



**Individually, or in combination,  
these factors purchase-control every job  
in heating, piping and air conditioning**

You have to reach *all* of these specifying and buying factors—*no one alone* covers the market for you.

Besides their unquestioned control of purchasing, in the industrial-large building field, how else do these KEY factors "fit together"? In this way: As a group, they form the reader-audience of HEATING, PIPING & AIR CONDITIONING.

How do these engineers and contractors regard HP&AC? The provable answer is—

HP&AC has the largest and only fully paid circulation in its field.

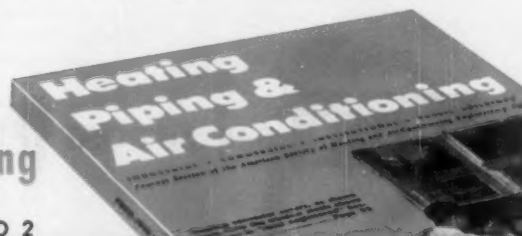
How do manufacturers and their agencies rate HP&AC? Again, the answer is provable—HP&AC leads by over 2 to 1 in advertising volume, has more advertisers, and is used on an exclusive basis by more advertisers.

Where do your products fit into the puzzle? Complete information by return mail.



**Heating, Piping & Air Conditioning**  
Air Conditioning Headquarters

KEENEY PUBLISHING CO., 6 N. MICHIGAN AVE., CHICAGO 2



## LETTERS TO THE EDITORS

### too much fancy footwork

EDITOR, SALES MANAGEMENT:

At times the magazine industry has been taken to task for its confusing competitive selling tactics in which every publication manages skillfully to prove its superiority in something or other. To accomplish this, magazines use an Al Kelly sounding research jargon and a new horse-around-with-the-figures kind of dialectic. Imagine how much more value an advertiser would get if all this time, money and fancy footwork were devoted to helping him *merchandise* his magazine insertions.

We were very pleased to find that at least one publication was willing to take a positive attitude toward the other magazines on our current list. *Women's Day* ran a spread in *Home Furnishings Daily* and named all the books we use to help us merchandise our advertising as a whole campaign rather than as individual insertions. At the same time, *Women's Day* promoted the medium of magazines!

This attitude of cooperation, if adopted by the magazine industry, would serve to give the aggressive advertiser more for his money and might even keep him awake during media presentations.

Herbert L. Jay

Director of Advertising  
Alexander Smith, Inc.  
New York, N. Y.

### combatting slump psychology

EDITOR, SALES MANAGEMENT:

Standard Register's major weapon to combat the current "slump psychology" is redoubled emphasis on the old, old challenge—make this a better year than last.

The complete slogan we have developed, "Competitive Competence Will Make '58 Great," is designed to impart to all concerned with company success the meaning and objectives of our all-out campaign to boost sales, productivity and confidence.

But just what does "Competitive Competence" mean to various groups?

1. Customers want value all the time, particularly now.

2. Salesmen, naturally, want sales.

3. Availability of work is of prime importance to factory and office employees.

4. The stockholder wants a fair return on his investment growth and progress.

5. Management wants and needs opportunity.

6. The families of all are concerned with security.

Robert Zinn

Vice-President, Sales  
The Standard Register Co.  
Dayton, Ohio

EDITOR, SALES MANAGEMENT:

New products and new approaches to sell them will create excitement in a sales force and, if properly directed, will motivate customers into action. When you have this kind of excitement in the works, there is no time left to let "slump psychology" creep in.

It is not a case of being courageous . . . "slump psychology" simply cannot stay around where there is activity and enthusiasm in the market place.

Harold T. Millikin

General Sales Manager  
Westclox Division  
General Time Corp.  
La Salle, Ill.

### enlightening talk

EDITOR, SALES MANAGEMENT:

Please send me five copies of Philip Salisbury's talk, "Business Is What You Make It" [SALES MANAGEMENT, April 4, p. 93].

Mr. Salisbury is a great inspiration to the selling industry and this article is the most enlightening and informative I've ever read.

Harvey Glascock

National Sales Director  
Kluge Group Stations  
Nashville, Tenn.

### who's got the Opel?

EDITOR, SALES MANAGEMENT:

Apropos of G.M.'s great know-how in merchandising, note this on Buick Division:

Opel, new German import, is advertised (full page) in magazines but no price is listed. Imagine—in these days of price-consciousness for imported cars, it's the only foreign car that does not specify price among seven or eight advertised in current *New Yorker*.

When I, an Austin owner in market for replacement, inquired at the

(continued on page 27)

## Laying Off?

## Doubling Up on Work Loads?

## Employees Uneasy?

Problems of the present situation make handling employees difficult, sometimes impossible. We train management, supervisory and sales personnel to handle additional responsibilities efficiently, cheerfully and quickly thru our advance human relations course. This training pays off big! Cost is easily offset by improved efforts, efficiency and harmony in attitudes! Write for details!

## NEW ERA PERSONAL RELATIONS INSTITUTE

Broeringmeyer Human Relations Courses  
Box 576-A Effingham, Illinois

## ARE YOU GETTING YOUR SHARE?



Well, one thing is sure — you don't have to increase your sales staff to bridge the gap between today's sales and tomorrow's objectives!

Hile-Damroth can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective — we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

I'd like to see some of your ideas — no obligation.

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_

**HILE-DAMROTH, INC.**

11 W. 42 St., New York City

Programs • Plans • Visual Methods for Sales Presentations, Training and Merchandising

AMONG THE 18 METROPOLITAN AREAS OF MORE THAN ONE MILLION POPULATION



# KANSAS CITY

is **3<sup>rd</sup>**

## in RETAIL SALES PER FAMILY!

### *What a Market!*

Population—K. C. Metropolitan Area . . . 1,017,000  
18th in America

Retail Sales Per Household . . . . . \$4,624.00  
3rd among Million-Person Markets—16.3% above National Average

Consumer Expendable Income Per H'sh'd \$6,599.00  
12.2% above National Average

Consumer Expendable Income . . \$2,151,625,000.00  
17th in America

Retail Sales . . . . . \$1,507,613,000.00  
16th in America

Drug Store Sales . . . . . \$72,951,000.00  
13th in America

Food Store Sales . . . . . \$300,941,000.00  
19th in America

Home Furnishings Store Sales . . . \$63,499,000.00  
20th in America

Apparel Store Sales . . . . . \$82,214,000.00  
19th in America

Automotive Store Sales . . . . . \$276,898,000.00  
18th in America

Filling Station Sales . . . . . \$94,045,000.00  
18th in America

(Market data by Standard Rate & Data Service for Calendar year, January 1, 1957, to January 1, 1958)

**B**USINESS is good in Kansas City and here is the solid reason why—*high incomes and big retail sales per household!*

Yes, Kansas Citians have buying power—and Star advertising is the spark that triggers buying. Because The Star is a welcome daily caller in their homes, Kansas Citians have high receptivity to Star-advertised merchandise. They like Star ads, read them regularly, buy from them readily. Business is booming in Kansas City for advertisers making adequate use of Star selling power.

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WEbster 9-0532

**NEW YORK**  
21 E. 40th St.  
Murray Hill 3-6161

**SAN FRANCISCO**  
625 Market St.  
GARfield 1-2003

SALES MANAGEMENT



## LETTERS

Rye Buick dealer, he had no Opel cars to show me! And doesn't know whether or when he's going to get any!

John McCarthy

Rye, N. Y.

### the sad truth

EDITOR, SALES MANAGEMENT:

Re editorial, "Anybody Tried to Sell You Anything Lately?", in your April 4 issue [p. 7], the figures are absolutely astounding but sadly true.

We must sell ourselves out of this recession. It's been done before.

Donald D. Couch

Vice-President, Marketing  
American Radiator & Standard  
Sanitary Corp.  
New York, N. Y.

### readers speak up

EDITOR, SALES MANAGEMENT:

In our opinion, SALES MANAGEMENT is the most constructive marketing magazine and rightly deserves that position for its accurate reporting of facts, methods and procedures practiced in industry.

N. T. Gilbert

Vice-President  
Gilbert Paper Co.  
Menasha, Wisc.

EDITOR, SALES MANAGEMENT:

Internal selling is necessary in every organization and "outside expert opinion" many times will reinforce the internal selling with this reference. We find that SALES MANAGEMENT often comes up as our quotable expert on the subject and is the outside opinion we need to make it easier to do our own internal selling.

Richard A. Winter

Vice-President, Sales  
Federal Tool Corp.  
Chicago, Ill.

EDITOR, SALES MANAGEMENT:

Your concise roundup of current events in each issue is very worthwhile and very much to the point.

Bernard R. Oppenheim

General Sales Manager  
Sweet-Orr & Co., Inc.  
New York, N. Y.

## ...take your foot off the brake when you're climbing a hill

You may have the best salesforce in the world!

But in these days of buying slowdown and tough competition your salesmen need the extra help that ACB Newspaper Research Services give them.

And these Services will prove equally valuable to the marketing team that directs the field force and plans the sales strategies.

More than 1,100 progressive companies are users of one or more ACB Newspaper Research Services.

If you want to sell more with less overhead and lost motion, investigate these ACB sales tools that are considered as standard equipment in many successful sales and advertising departments.

For full information, contact your nearest ACB Office.

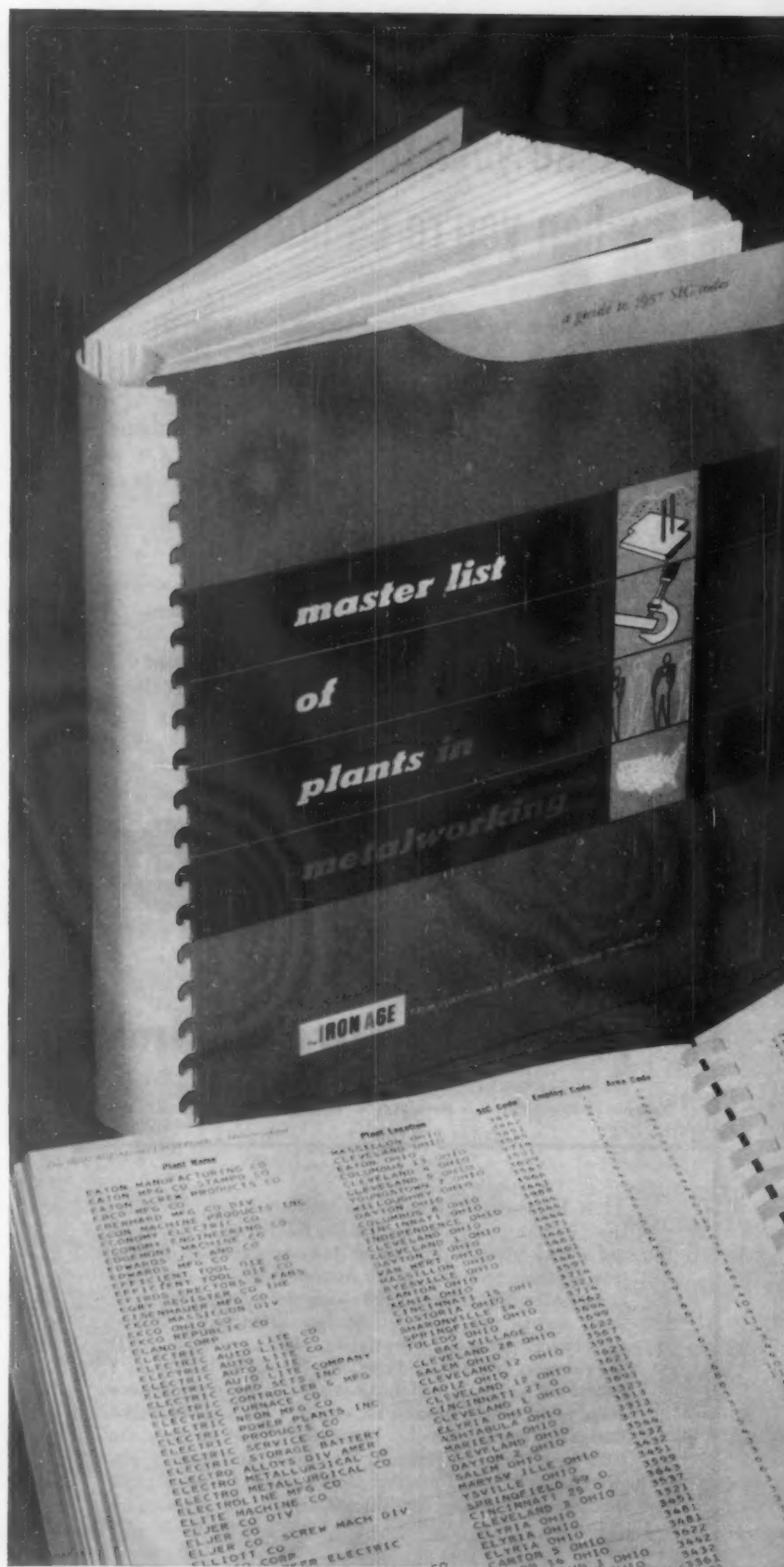


## The Advertising Checking Bureau, Inc.

New York (16) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave.  
Columbus (15) 20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB NEWSPAPER RESEARCH SERVICES help increase sales in many ways, including the following: **Salesmen** get a day-by-day picture of daily newspaper promotion in their territory, their own dealers and competitive; **Sales Managers** have closer field supervision . . . keep aware of changing dealer attitudes . . . follow advertised prices; **Advertising Managers** use ACB Services to measure advertising at local levels . . . follow competitive national releases . . . see competitive copy tests, deals, premiums, etc. . . . pace cooperative budget expenditures . . . etc., etc. These services are sold on a national basis—or any fraction thereof. No premium charged for short-term orders. Contact your nearest ACB Office for full details.

**NEW IRON AGE MASTER LIST** is the only currently available guide to the revised (1957) SIC codes for specific metalworking plants. Permits you to classify customers and prospects by new 4-digit SIC codes, as well as check completeness of your list. Provides data on nearly 27,000 metalworking plants employing 20 or more plant workers. This basic market research tool, which cannot be duplicated at any price, can be leased by companies selling to metalworking for \$200, plus returnable \$50 deposit.



# How to Identify Your Markets in Metalworking

**IRON AGE's Master List of Plants in Metalworking permits you to classify by new SIC codes . . . check completeness of your customer and prospect list**

Identifying the industries that make up your markets is the first step in any market evaluation program. If you have customers and prospects in metalworking, the IRON AGE Master List permits you to classify them by the new (1957) SIC codes, as well as check the completeness of your list. It is essential to have these new classifications, because all Government figures on metalworking gathered after Jan. 1, 1958 will be reported with the revised codes.

The IRON AGE Master List of Plants in Metalworking gives you name, city and state, 1957 4-digit SIC code, plant size code, and IA Industrial Area Code for nearly 27,000 metalworking plants employing 20 or more plant workers (94% of the market). The list is not intended for direct-mail purposes; it provides only enough information to enable com-

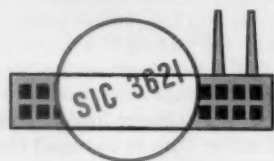
panies selling to metalworking to check and code their customers and prospects.

Based on data which cost hundreds of thousands of dollars to develop, the IRON AGE Master List can be leased by companies selling to metalworking at \$200, plus returnable \$50 deposit. As an alternative, IA will code your customers and prospects for 10¢ a name.

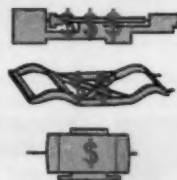
The Master List is just one of the research tools available to you under the IRON AGE's new 4-point Marketing Assistance Program . . . a program designed to help companies selling to metalworking carry out the 4 steps listed below in meeting today's profit squeeze successfully and preparing for tomorrow's new wave of expansion.

For complete details, contact your IRON AGE representative.

## How to Get More for Your Marketing Dollar in Metalworking



**1. Identify the industries that make up your markets**



**2. Evaluate market potential of each industry**



**3. Gear sales efforts to market potential**



**4. Increase sales efficiency by preselling buying-specifying team**

The **IRON AGE**

A Chilton Publication

Chestnut & 56th Sts., Philadelphia 39, Pa.



# Why it pays to advertise in a magazine that's growing because readers want it!

The circulation of "U.S. News & World Report" has tripled in the last ten years—the strongest growth in circulation in the news magazine field.

Knowing how this steady growth has come about is important to advertisers because the circulation acquisition methods of "U.S. News & World Report" are a direct reflection of its readership vitality. They are a direct reflection of how much interest readers have in its news pages—how much interest they have in the advertising next to the news.

**Volition is the key to this circulation achievement.**



Its readers want "U.S. News & World Report" for complete news coverage. They buy it through completely *voluntary* sales channels. There are no pressure methods, no combination offers, no premiums, no door-to-door sales crews. ("U.S. News & World Report" will not accept knowingly any subscription sold by any door-to-door salesman.) Practically all subscriptions are "ordered by mail"—solicited solely by advertising in print.

The "U.S. News & World Report" circulation

gains are due entirely to an increased reader demand rather than to increased circulation sales efforts. As a matter of fact, both subscription and newsstand demand for "U.S. News & World Report" are so voluntary that both these circulation operations are sizable sources of revenue to the publisher—not items of expense to the advertiser.

The voluntary circulation sale of "U.S. News & World Report" brings readers to its pages because they *want* the magazine. This is the way to get readers of maximum value to advertisers—readers who are attracted naturally and directly by the magazine itself. Such readers form a market where all are of the same kind—a specific class of people. This is market selectivity at its best. This is



reader interest at its highest. What this means to you, as an advertiser, is better readership for your advertising messages by the people you want to sell.

#### Newsstand Demand Up 50% in Five Years

Another clear-cut example of the reader demand for "U.S. NEWS & WORLD REPORT" is its strong growth in newsstand sales. An average of 139,434 copies were purchased at newsstands each week during the last six months of 1957. This is a gain of almost 50% in the last five years—a gain unmatched by any other news magazine.

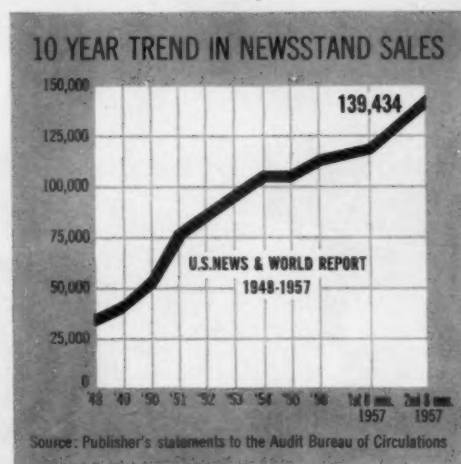
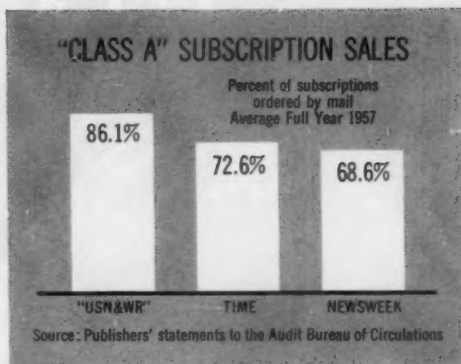
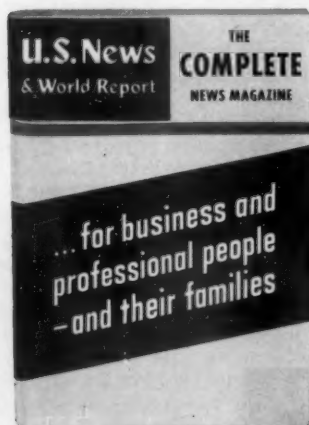
"U.S. NEWS & WORLD REPORT" is available only on selected magazine counters in downtown business districts, in the transportation terminals, and in the better residential areas. About 30% of the nation's newsstands qualify for this distribution. This is the most selective newsstand distribution in the news magazine field.

These newsstand buyers of "U.S. NEWS & WORLD REPORT" are the same kind of people as the subscribers. They hold the important managerial positions in business, industry, finance, government, and the professions.

Here are the important people of America who want the complete news of our national life, including world affairs—people who want the important news for their personal planning and business managing.

#### Per-Thousand Costs Lowest Of Any News Magazine

It is the completeness of the news in "U.S. NEWS & WORLD REPORT" and the way important people want it, use it, act on it, that creates such a strong voluntary sale for this magazine. Such demand makes it one of the most powerful magazines available to advertisers with anything to say or sell to high-income, managerial people. Voluntary circulation is also one of the reasons why "U.S. NEWS & WORLD REPORT" is available to advertisers today at the lowest per-thousand cost of any news magazine.



All information in this advertisement, either stated or implied, is based on information of public record or actual research. The detailed sources are always available on request.

U.S. NEWS & WORLD REPORT

## U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than **1,000,000** net paid circulation

For full information on how "U.S. News & World Report" covers your best customers and prospects, contact our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, Los Angeles, Washington and London.

# FLORENCE

*the milky way market*



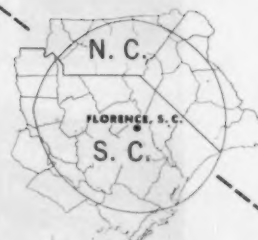
## ONE MILLION WITH ONE BILLION

Clustering communities totaling one-million population  
comprise the Florence "Milky Way Market."

These one-million people with more than one-billion in  
Effective Buying Income are reached most effectively

by WBTW, the only VHF television station within 78 miles.

Quality Jefferson Standard production and facilities doubly insure your  
sales success. Call CBS Television Spot Sales for the complete story.



**WBTW**

FLORENCE, S.C.



Channel **8** Top Power

JEFFERSON STANDARD BROADCASTING COMPANY



## How Rheem Finally Made Decentralization Work

Geographic decentralization had pushed diversified Rheem Mfg. Co. to the point of disappearing dividends when A. Lightfoot Walker stepped in as president and:

- switched from territorial to product divisions
- devised a new method to spur and integrate growth
- promised to earn 30% on investment before taxes

By NATHANIEL GILBERT

Angus Lightfoot Walker is staking his reputation on a 30% return on investment before taxes.

He has a long way to go, for diversified Rheem Manufacturing Co., which he pilots as president and chief executive officer, fell off the bottom of the earnings chart in 1956 with a pre-tax loss of \$16 million. By the end of 1957 and his first year of administration, Walker had boosted sales 8% to a record high of \$188 million, increased the assets-to-liabilities ratio from 1.5 to 2.9, and put Rheem back on its feet with earnings of almost \$3½ million before taxes.

Now, with sales badly hit by the current recession, six-foot-four Walker, a one-time college heavyweight boxer, refuses to admit Rheem is down on one knee despite a net loss of \$170,000 for the first quarter of 1958. Says 48-year-old Walker, who knows a long fight when he sees one:

"It usually takes three to five years to change the basic philosophy of a company. What we have been after is an organization that would encourage growth over the long term—that would give people full opportunity to think and develop—to utilize individual skills, talent and experience. We have now solved basic organizational and financial problems, and we shall overcome the day-to-day commercial problems as they come up."

Rheem's 14,000 stockholders are betting Walker wins.

Key to Walker's destiny is Rheem's peculiar brand of corporate philosophy—an advanced decentralization system that is finally welding the far-flung manufacturing and marketing empire into a truly *manageable* organization.

### Pendant for Mergers

Growth and decentralization problems have haunted the company since its founding at Emeryville, Calif., 33 years ago by brothers Donald, Richard, and William Rheem. It wasn't long before the Rheem penchant for mergers forced the original enterprise to begin its hectic corporate existence. With the acquisition of Republic Steel Package Company of California's plant at nearby Richmond, the Rheem brothers were soon dominating the galvanized steel pail and drum market in Northern California. By 1931, the restless Rheems were tapping the Southern California market with a new plant at South Gate, in the fast-growing industrial section of Los Angeles County. At this time the Rheems also began their adventures in diversification. With the purchase of John Wood Manufacturing Company of California, the Rheems plunged into the automatic gas water heater business. Five years later, the growing use of natural gas on the West Coast had expanded Rheem's appliance sales to \$1 million, supple-

menting \$2 million container sales.

By 1938, Rheem had spanned the continent with six sizeable installations. Besides the two plants on the Pacific Coast, they now had two on the Gulf at Houston and New Orleans, one in the Midwest at Chicago, and one near the heavy oil refining area of Northern New Jersey at Newark—thus serving every major steel container market.

On the other side of the world, Dick Rheem had hired an Englishman, living in Australia, with the improbable name of A. Lightfoot Walker to run the company's first overseas plant.

As a result of Rheem's continued expansion, the company had become the country's largest manufacturer of steel shipping containers and automatic water heaters by the end of 1941. Months before Pearl Harbor, Rheem had so many ordnance orders that two new plants, at Chicago and Stockton, Calif., were already operating. At the end of 1945, Rheem had reduced its World War II production maximum from 17 to 11 plants; sales slipped from a war-time \$90 million to a peace-time \$39 million.

But in the booming post-war era, Rheem climbed to an enviable \$4.9 million net earnings in 1953. The company was sprawling over into the aircraft and automotive field, and now boasted 13 domestic installations



and eight overseas affiliates. Business was so good that President Dick Rheem decided to install his 29-year-old son as general manager.

Young Bill Rheem was soon hard at work implementing a unique brand of decentralization cooked up by his father. Briefly, the plan called for dividing the country into six main divisions. Each main division was further divided into three regions—each responsible for its own profit and loss. While there might be duplication of effort, the plan made a good case for cutting corporate costs, solving problems at the grass roots level, eliminating red tape.

Unfortunately, geographic decentralization had one great fallacy built into it—it ignored national marketing processes.

Example: Under geographic decentralization, West Coast plants manufactured water heaters of design different from Midwest plants, had entirely separate sales staffs, separate

advertising budgets. Result: impossibility of national ad campaign.

Example: Each region produced containers sold by its own sales force. To meet competition, complete facilities were duplicated by each main plant although in many cases facilities were idle some of the time.

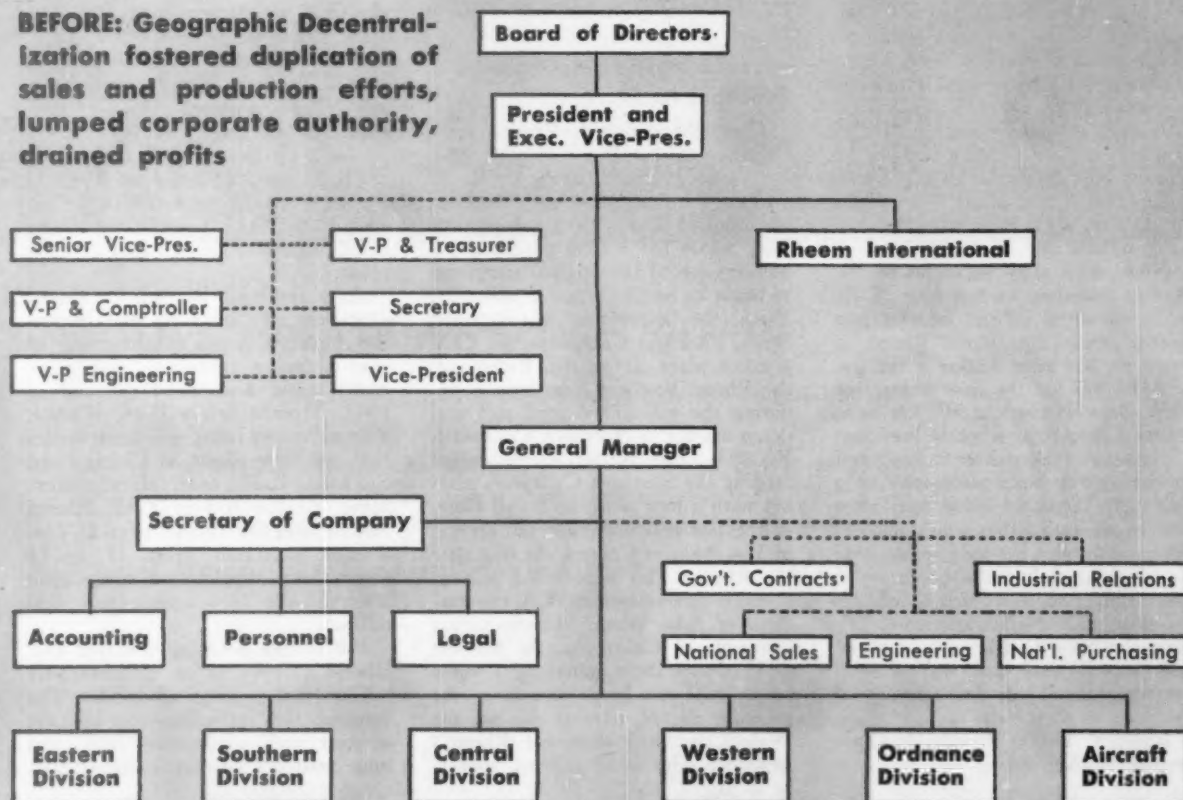
Example: U.S. Spring & Bumper Co., a major supplier of auto parts for West Coast assembly plants, was merged with Rheem early in 1954. Isolated as a separate division and run by its former management, it still held to its practice of keeping an unnecessarily large inventory of flat steel on hand although it was now a part of the largest user of steel outside the auto industry.

Other fallacies crept in to muddy Rheem's "pure" decentralization. Autonomous regional managers occasionally bit off bigger orders than their operating capital would allow them to chew. Most managers shunned new products, frightened that the neces-

sary capital to launch them would drain away their profits and their jobs. Soon Bill Rheem was being forced to make more and more decisions for his reluctant field generals. By the time figures for the third quarter of '56 were available, young Rheem was ready to admit the Jeffersonian view of business looked as if the best management might indeed be the least management. With three enterprises leaking profits, Rheem Manufacturing Co. would soon be over a fiscal barrel.

Standing quietly by while the situation became agonizingly clear was "Gus" Walker. He had been brought to New York as executive assistant to the president after World War II. Since 1951, he had been vice president in charge of Rheem International, a highly profitable chain of overseas affiliates. Sitting on the boards of nine foreign companies, Walker had developed a knack for being right without antagonizing.

**BEFORE: Geographic Decentralization fostered duplication of sales and production efforts, lumped corporate authority, drained profits**





"At the end of 1955," says Walker, "it became clear that the present management organization was not able to cope with the diversity and geographic distribution of the company's manufacturing and marketing areas. Also, the manufacturing operations were somewhat inefficient and needed tightening up."

Before these problems became critical, Walker was given the task of coordinating three outside management teams called in to examine production, marketing and internal control. Geographic regions were re-organized into product divisions, a powerful executive committee was formed, and product division managers relieved regional managers of their autonomy. By September 1956, Walker had been elected president and co-founder Dick Rheem "kicked upstairs" to board chairman. Young Bill Rheem had relocated on the West Coast as an insurance company executive. Unfortunately, the reform

movement could not hold back the inertial force of mistakes and the company passed a dividend.

Walker outlines five major steps taken to overhaul the company:

"First, a management and organization concept, which had been developed over a period of approximately a year, was introduced.

"Second, divisions were organized according to product lines instead of geography.

"Third, vigorous steps were taken to reduce waste and redundancy in manufacturing and in management. (In the process, eight plants were closed and four additional integrated production lines shut down.)

"Fourth, items which did not fit into the company's product lines and distribution channels were discontinued.

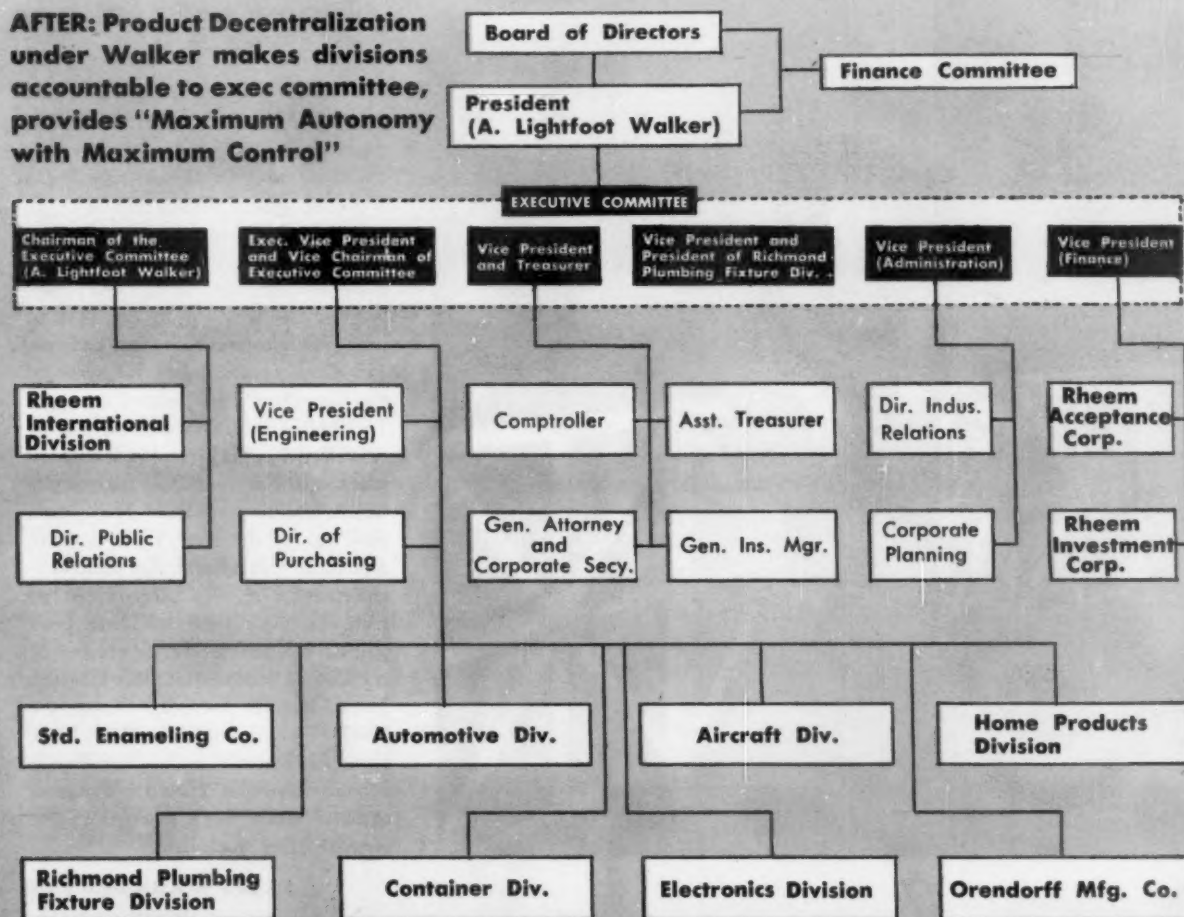
"Fifth, corrective action was taken on financial problems. Corporate overhead was reduced by about \$2 million a year. Credit lines were improved. Inventories were pulled down to around \$29 million at the end of 1957 from \$43 million the year before. Capital expenditures were cut. Many dormant or nonproductive assets were sold . . ."

The switch from geographic to product organization wasn't achieved overnight. We stopped Vearl J. Heinis, vice president and general manager of Rheem's multi-plant Home Products Division one morning when he was passing through from Sparrows Point, Md., to division headquarters at Chicago.

"Product division decentralization is a bold step for any management to take," Heinis observed. "We spent a year of blood, sweat and tears, and

(continued on page 111)

**AFTER: Product Decentralization under Walker makes divisions accountable to exec committee, provides "Maximum Autonomy with Maximum Control"**



## THEY'RE IN THE NEWS

BY HARRY WOODWARD

### He Wanted to Sell, So He Sold Himself First

Ray R. Eppert, a shirtsleeves worker, took his first job—in 1921—as a shipping clerk for Burroughs Corp. He didn't want it. He wanted to sell. But he had to start somewhere and the somewhere was *that* job, in Ogden, Utah. Two months later he'd worn down whatever resistance there was to making him a junior salesman. Two months after *that* the company gave in and made him senior salesman. Five years after Eppert joined Burroughs the company brought him into the home office in Detroit, assigned him to the Bank Division of the company's Sales Promotion Department. By '41 he was general sales manager. . . . The company he now heads (he was elected

president recently) employs almost 33,000 people in a world-wide organization that manufactures and distributes electronic and electro-mechanical data processing machines, systems and supplies. And Eppert, whose mind clicks along like one of his company's machines, is no cog. His interests, outside the office, are numerous. For instance: He has won national prominence for his support of the United Fund plan of giving for welfare and charitable. He's spoken on the subject in nearly every state of the Union. He's been a v-p, director and member of the executive committee of United Community Funds and Councils of America. He's also a worker for mental health, the Polio



Foundation and for better hospitals. No wonder Hillsdale College gave him an honorary Doctor of Humanities degree! In 1956 he was one of 20 business men who visited Russia.

### The Messenger Boy Who Delivered the Goods

While the newspaper publishers were meeting in New York, the American Association of Advertising Agencies was holding forth at its annual conclave in White Sulphur Springs. And it, too, elected a top banana. He's J. Davis Danforth, who succeeds Melvin Brorby as chairman. Danforth, a Princeton product, is that *rara avis*, an ad man who began with an agency and *stayed* with it. In 1925 he was hired by Batten, Barton, Durstine & Osborn, Inc., as a messenger boy. Since then he's worked his way up to the post of executive vice-president, has had major client responsibility for some of the big agency's gold-plated accounts. In 1939 he became a director and he was elected to his present post a dozen years ago. For years he's been active in AAAA's activities. He's been chairman of the New York Council, a director at large and, last year, vice-chairman. . . . No ulcer-ridden ad man, he finds time for civic good works. He has served as trustee of the United Hospital at Port Chester, N. Y. But the Salvation Army, the Cancer Society and the New York State Citizens Committee for Public Schools have also known his organizational touch. He's married to the former Ethel Reasoner.

SALES MANAGEMENT



GUY GILLETTE-LENSGROUP

## Purple Ink and Blue Blood

The American Newspaper Publishers Association has just elected a new president. He's tall, courtly David Tennant Bryan, publisher of Virginia's influential *Richmond Times-Dispatch* and *News Leader*. With this honor, Tennant Bryan carries on his father's tradition. For the late John Stewart Bryan, a Virginia gentleman of the old school, was himself president of the ANPA (1927-28). Bryan comes from a family that has, for generations, dominated Richmond's social, intellectual and professional life. (His father was one-time president of The College of

William and Mary; his uncle was a distinguished surgeon.) And the newspapers he heads bear the Bryan imprint. (The *Times-Dispatch's* editor, Virginius Dabney, is a Pulitzer Prize winner, as was his predecessor, Dr. Douglas Southall Freeman.) Tennant Bryan never orders. "He merely suggests," says a staffer. He went to work as a *News Leader* reporter in 1928, covering church notices and obituaries. Four years later he became circulation manager when the then manager told Dr. Bryan "There's a lot of loose money in the circulation department. Your son at

least won't steal it." Far from stealing it, Tennant Bryan added to it—by such devices as dropping the policy of requiring advertisers to buy only in combination. A Navy vet (he served in the South Pacific) he, like all the Bryans, shuns publicity. Clans like the Bryans believe their name should appear in the papers only three times in a lifetime: When a daughter makes her debut, when they're married and when they die. His envelope in the newspaper's morgue contains only seven clippings; the longest takes eight inches of type. An exceedingly modest man, Tennant Bryan.



# How To Be Your Own Economist

Every business executive now finds it increasingly necessary to keep a weather eye cocked on the economic barometers. Frequently too, the speed of release and availability of these indicators can be of crucial importance in evaluating the effects on his own business. Very often just plotting his own sales, by month or week, along with some general economic indicator to which his sales may be related, will serve to keep him well informed on the relation of his business to the economy as a whole.

With this in mind, Dr. Jay M. Gould, Research Director, SALES MANAGEMENT Survey of Buying Power, has compiled a list of 30 important quarterly, monthly and weekly economic series, and has indicated the original sources. While most of these series normally become reprinted in various secondary sources, getting them directly will often save as much as two or three weeks in the case of monthly data, and several days in the case of weekly information. However, those who are content to wait and get them all together can do so, for most of the series, from two standard secondary sources:

a. "Survey of Current Business," issued monthly by the Department of Commerce, along with a weekly supplement. Price \$4 per year.

b. "Economic Indicators," prepared by the President's Council of Economic Advisors. Price \$2 per year.

Make your check payable to the Supt. of Documents, U. S. Government Printing Office, Washington 25, D. C. ♦

## Fifteen Selected Weekly Economic Indexes

Name of Series	Original Source	Title and Cost of Original Publication
1)—Department Store Sales	Federal Reserve Board Washington, D. C.	"Weekly Department Store Sales" Free
2)—Demand Deposits, Leading Cities	Federal Reserve Board Washington, D. C.	"Assets & Liabilities of Weekly Reporting Member Banks" Free
3)—Time Deposits, excl. U.S. Government, Leading Cities	Federal Reserve Board Washington, D. C.	"Assets & Liabilities of Weekly Reporting Member Banks" Free
4)—Stock Prices	Securities and Exchange Commission Washington, D. C.	"SEC Index of Weekly Closing Prices of Common Stocks on the NYSE" Free
5)—Index of Industrial Activity	Business Week 330 W. 42nd St. New York 36, N. Y.	"Business Week" — McGraw-Hill Publication \$6 annual sub.
6)—Wholesale Price Index	Bureau of Labor Statistics Washington, D. C.	"Wholesale Prices for the Week" Free
7)—Insured Unemployment	Bureau of Employment Security Bureau of Labor Statistics Washington, D. C.	"Unemployment Insurance Claims" Free
8)—Failures, Industrial & Commercial	Dun & Bradstreet 99 Church St. New York 8, N. Y.	"Weekly Failure Release" \$10 annual sub.
9)—Output, Bituminous Coal	Bureau of Mines Washington, D. C.	Weekly Coal Report Free
10)—Output, Electric Power	Edison Electric Institute 420 Lexington Ave. New York 17, N. Y.	Weekly Press Release Free
11)—Output, Cars & Trucks	Wards Automotive Reports 560 W. Lafayette Blvd. Detroit 26, Mich.	Private Subscription
12)—Output, Petroleum	American Petroleum Institute 50 W. 50th St. New York 20, N. Y.	Weekly Press Release Free
13)—Output, Steel	American Iron & Steel Institute 150 E. 42nd St. New York 17, N. Y.	Weekly Press Release Free
14)—Engineering Construction Awards	Engineering News-Record 330 W. 42nd St. New York 36, N. Y.	"Engineering News-Record" \$6 annual sub.
15)—Freight Car Loadings	Association of American Railroads Transportation Bldg. Washington 6, D. C.	Weekly Press Release Free



## Fifteen Selected Quarterly and Monthly Economic Indexes

Name of Series	How Often Issued	Source	Title and Cost of Original Publication	Remarks
1)—Gross National Product	Quarterly	National Income Unit of Department of Commerce	"Survey of Current Business" \$3 per year	This is the most complete indicator of the total output of goods and services, with breakdowns available for the expenditures of business, consumers, and government.
2)—Disposable Income	Quarterly	Same as above	Same as above	This is the standard indicator of consumer demand, representing personal income after state and federal income taxes.
3)—New Plant and Equipment Expenditure	Quarterly	Securities and Exchange Commission	"Plant and Equipment Expenditures of U. S. Business" Free	A prime source of information on private investment, broken down by standard manufacturing classifications, plus mining, railroad, and utilities.
4)—Personal Income	Monthly	Office of Business Economics, Department of Commerce	"Personal Income" Free	The best over-all monthly measure of economic activity; personal income broken down by wages and salaries, proprietors' and rental income, other forms of property income, and transfer payments.
5)—Retail Sales	Monthly	Same as above	"Retail Store Sales" Free	The best over-all indicator of retailing activity, broken down by types of outlets in durable and nondurable lines.
6)—Retail Sales	Monthly	Sales Management 386 4th Ave. New York 16, N. Y.	Sales Management \$10 annual sub.	The same as above, projected one month in advance, and available for over 300 cities. This series is projected for the current month in the "High Spot Cities" feature published in the first of the month issue of Sales Management.
7)—Manufacturers' Sales and New Orders	Monthly	Office of Business Economics, Department of Commerce	"Manufacturers' Sales and Inventories" Free	The best over-all indicator of sales of manufacturers on dollars broken down for durable and nondurable industries with associated data on inventories and new orders.
8)—Index of Industrial Production	Monthly	Federal Reserve Board	"Business Indexes" Free	The best over-all indicator of manufacturing and mining output, expressed in physical terms as an index number, 1947-49=100; available for over two dozen industrial classifications.
9)—Index of Industrial Production	Monthly	Business Week 330 W. 42nd St. New York 36, N. Y.	Business Week \$6 annual sub.	Based on selected weekly indicators, this series offers an advance estimate of the trend of the FRB Index of industrial production.
10)—Consumer Prices	Monthly	Bureau of Labor Statistics	"Consumers' Price Index and Retail Food Prices" Free	The official index of consumer prices, 1947-49=100, available for about 18 food items, plus apparel, rent, fuel, utilities, and home furnishings. Actually applies to moderate-income families in large cities only.
11)—Prices Paid by Farmers	Monthly	Bureau of Agricultural Economics, Department of Agriculture	"Agricultural Prices" Free	An index of farm prices, 1910-1914=100, useful in establishing the so-called "parity ratio" and complementing the urban index of Consumer Prices.
12)—Civilian Labor Force	Monthly	Bureau of the Census	Current Population Report P-57, "Labor Force" Free	The official over-all indicator of total employment trends. Breakdowns available for measuring unemployment, and male and female employment—both farm and non-farm. Based on a relatively small sample, however, monthly fluctuations are subject to high sampling error.
13)—Non-Farm Employment	Monthly	Manpower Branch, Bureau of Labor Statistics	"Non-farm Employment" Free	The official indicator of employment trends in manufacturing, mining, construction, trade, services, finance, and government; based on a very large sample of Social Security payroll data.
14)—Average Weekly Hours and Earnings	Monthly	Same as above	"Hourly Earnings of Factory Workers" Free	Hours and weekly earnings of production workers in manufacturing. Data on non-manufacturing industries available in BLS "Monthly Labor Review."
15)—Labor Market Conditions	Bimonthly	Bureau of Employment Security	"Labor Market Developments in Major Areas" Free	Classifies 149 major areas with respect to degree of unemployment.



AT DU PONT'S FASHION SHOW for children's wear for Fall, wash and wear clothing wowed the fashion editors. A little girl's dress, by Tiny Town Togs, in a Fabrex fabric of 65% Dacron and 35% rayon, was washed and dried in modern home laundry equipment on the stage. The moppet on the left is wearing the dress as it emerged from the dryer, ready to wear in every sense, with its pleats intact. Market potential for such labor-saving clothes—not only for children, but for the whole family—is putting new zing into the textile and garment industries throughout the country.

## Wash & Wear: It's Red Hot News

- The market potential is enormous.
- Housewives, hungry for anything that will save labor, are eager to buy.
- The impact is being felt by a wide range of industries.

By ALICE B. ECKE

Automatic wash and wear is revolutionizing the textile and apparel industries, and it's spreading like a prairie fire.

At the same time, it is having a major impact on the design and sale of automatic washers and washer-dryer combinations.

Currently over 640 department stores and specialty shops and about 3,500 retail appliance outlets are par-

ticipating in wash and wear promotions initiated by *Good Housekeeping*. The magazine's May issue devotes 20 pages to wash and wear fabrics, clothing and appliances, with the objective of clarifying some of the confusion that has arisen over standards and terminology.

*GH's* plunge into a full-scale exploration of wash and wear was sparked by signs of ill will that could

develop into a sizable threat to the fiber, textile, and garment manufacturing industries alike.

True wash and wear clothing is more expensive to make than clothes without these properties. Some manufacturers have been tempted to shave costs by putting on the market inferior garments with a "wash and wear" label. When the consumer buys such a garment, after washing it, she is disappointed and is inclined to discount all wash and wear claims.

The fact is that most synthetics, blends and specially treated cottons now can be washed and dried in the 1958 automatic washers and dryers. But both the fabric and the finished garment must meet specific standards if the result is to be satisfactory to the consumer.

Such standards have now been set up by *GH* through its Institute laboratories. They have already been ac-

cepted by leaders in the textile industry who are anxious to see the "wash and wear" label made truly meaningful. A wash and wear guaranty tag has been developed to be attached to merchandise that meets the *GH* specifications.

Wash and wear is now in distribution in volume . . . in children's wear, men's and women's sportswear, pajama suits, daytime dresses, evening dresses, raincoats, all-occasion men's suits. There are now even wash and wear dinner jackets for men.

Because sufficient current figures are not available, no one knows just how big wash and wear has become. One reliable estimate says 1,700,000 men's and boys' wash and wear summer suits, and about 14 million pairs of slacks were sold in 1957. At retail prices, this amounts to just under \$200 million for these lines alone.

Wash and wear lines are expected to be "hot" this summer. Montgomery Ward's newly issued "Summer Sale" catalog features wash and wear extensively.

Wash and wear clothes generally are made from either man-made fibers such as Dacron or a blend of natural and synthetic fibers such as Dacron and cotton, or from a natural fiber such as cotton that has been treated chemically to give it the desired properties. Unfortunately, many of the synthetic fibers are sensitive to heat and may be damaged by a hot iron or may have wrinkles set by too hot water in a washing machine or excessive heat in a dryer. In resin-finished cotton fabrics a big problem stems from the fact that some chemical finishes retain the chlorine in bleaching agents, which is often later released in acid form to destroy the garment.

The wash and wear marketing development is important to manufacturers in a wide variety of industries. Many are researching for even further improvements because they now realize that the consumer wants more and more wash and wear. New fibers, called Zefran, Veral and Creslan, with wrinkle-resistant, quick-dry properties are on the way. Other industries concerned are:

- Men's, women's and children's wear.
- Appliances.
- Detergents, soaps, bleaches, bluing, starch, whiteners, rinse additives (clothes softeners, fabric conditioners, fabric softeners, water softeners, etc.).
- Chemicals for textile mills (crease-resistant chemicals, finishes

## Wash & Wear Standards — As Developed by Good Housekeeping

### The Testing Methods:

#### For Wrinkle-Free Property

When labels make these claims, this is how *GH* tests:

"Hand-washable, drip dry." Garments so labeled are washed by hand five times, allowed to drip dry after each laundering. "Machine-washable, drip dry." Garments so labeled are put through all but the spin cycle of washing machine five times, and after each laundering removed wet and allowed to drip dry.

"Machine-washable only"

or

"Machine-washable, dry in dryer." Garments so labeled are out through full cycle of washing machine five times either at warm or hot setting, depending upon type of garment, hung on line or dried after each laundering in home dryer at a temperature not exceeding 170°F.

"Automatic wash and wear." Garments so labeled are machine-washed five times through the full cycle including spin drying at either hot or warm settings, depending on the type of garment, and dried after each laundering in a home dryer at a temperature not exceeding 170°F.

### The Standards:

After five consecutive launderings and dryings each garment is evaluated under standard lighting conditions by a panel of three persons and assigned a numerical rating from 1 (poor) to 5 (excellent).

"Needs no ironing." Garments so labeled must receive a numerical rating of 5 from the evaluation panel. This means that such garments "need no ironing" throughout their wearable life.

"Needs little or no ironing." Garments so labeled must receive a numerical rating of 4 from the evaluation panel. This means that such garments may be worn in some cases without ironing but for the wearer to look fastidious the garments must be touched-up with a warm iron.

"Needs only touch-up ironing." Garments so labeled must receive a rating of 3 from the evaluation panel. This means that such garments need only touch-up of seams, lapels, collars and cuffs, with a warm iron after laundering. No garment receiving a rating of less than 3 is acceptable to "Good Housekeeping" as a Wash and Wear garment.

#### For Discoloration and/or Loss of Tensile Strength

"Chemically finished Wash and Wear." Garments so labeled are laundered and ironed five consecutive times following normal home procedures using the amounts of chlorine bleach recommended by manufacturers of home bleaches. In addition, fabric from which garment is made is subjected to a modified chlorine retention test.

Garment must show no yellowing, dinginess or any discoloration which can be due to the finish, and no appreciable loss in strength. Strength loss in the fabric must not exceed 10% of the strength in the original fabric when subjected to repeated launderings with chlorine.

In addition, "Good Housekeeping" tests for: Color Fastness, with respect to color retention, staining, light and perspiration. Shrinkage, with a minimum of three separate shrinkage measurements in critical areas of the garments. Construction: Trim, buttons, belts, shoulder pads and other accessories must be compatible with other components of the garments.



## Wash & Wear: It's Red Hot News

(continued)

that are less receptive to bleaches or will take bleaches, resins, etc.).

- Dyestuffs (vat, sulphur dyes, direct dyes, developed or diazo dyes, cellulose-acetate dyes, basic dyes, acid dyes, acid colors, resin-bond pigment colors, doped dyes, etc.).

- Modern textile mill machinery for new constructions of fabrics, for processing methods, for dyeing and finishing processes, for yarn preparation, etc.

- Notions such as zippers, fasteners, trimmings, linings, fabric buttons, sewing threads made of man-made materials, bindings.

- Modern cutting and sewing machinery for apparel manufacturers.

- Laboratory equipment for testing, development and pilot runs.

- Instrumentation for quality control.

- Packaging materials (More and more they are needed for packaging ready-to-wear wash and wear items—shirts, blouses, etc.—for protective purposes.).

While the automatic appliance industry has already met the challenge very well indeed, millions of dollars will continue to be invested in dies and tooling, and in laboratory equipment for new developments to keep pace with wash and wear. Plant facilities require further expanding and additional capital expenditures will have to be made in the form of new machinery and equipment. Thus there is industrial market significance in the wash and wear movement.

Wash and wear experiments have exposed many problems that have had to be solved before the consumer could be completely satisfied with the wash and wear garments he or she is in the market to purchase.

So far as the consumer is concerned, with few exceptions, the *garment* is what is to be judged. That means that the performance of the garment, the fiber, cloth manufacturing, finishing and garment making all come together for the first time.

Frederick C. Wedler, manager, Dyeing and Finishing Division, Burlington Industries, Inc., has put it clearly in discussing basic fiber characteristics affecting home laundering

PREDICTION OF THINGS TO COME in laundry equipment, according to the American Home Laundry Manufacturers' Assn. "Automatic and combination washer-dryers will be truly automated. Control panel of tomorrow may look like this...electronics in the modern sense will be used to a great degree by 1965...noise level will be reduced."

### CONTROL PANEL — 1965 or Before?



(blends) before the recent Eleventh Home Laundry Conference, sponsored by American Home Laundry Manufacturers' Association:

"We cannot take any one of the contributors to a wash and wear garment out of context and claim *this* is the thing that makes wash and wear, without regard to the other factors. The fiber, the blends of the fiber, the construction of the cloth, the finishing of the cloth, the garment making—all contribute. This is the essential point to bear in mind . . .

"It is important to note that fabric requirements vary somewhat for specific end usage. Crease retention is a *must* in slacks, while not generally important in blouse or dress fabrics. This is where the fiber and finish combination becomes important. It is essential to be specific in designing a fabric — to identify it with its end uses, then to choose the best combination of fiber, manufacturing skill and finish to do the job.

"Essentially, good fabric performance depends on two things: inherent characteristics of the fiber and the characteristics imparted by chemical and mechanical finishing of a properly constructed fabric.

"So fabrics and finishes, which will meet the service requirements of end use and which are characterized by wearable appearance when washed and dried by standard methods without ironing, are those which truly can be termed 'wash and wear.'

"The work to develop fabrics and finishes which could finally be handled in good modern automatic laundering and drying equipment has been

the goal of a concerted drive in the industry . . .

"But the movement toward 'automatic wash and wear,' as it has come to be called, still leaves the question of testing and evaluation unresolved. It also leaves the same area open for opportunists who will make the same claims for an inferior product. But it does seem to be on a firmer basis—a sounder marketing concept—of a much wanted performance in the apparel field . . .

"The *fact* is that it is possible today to produce fabrics which, by virtue of the fiber — blend and finish — can be washed, spun, tumble-dried and worn without apology. This is being done in volume *now* . . .

"To return to the question of garment design and makeup, the best fibers, fabrics and finishes are lost if they are made into garments which draw, pucker and twist as a result of improper seams, linings, zippers, etc. The appearance of the *garment* must be good . . .

"There seems to be little doubt that the whole subject of wash and wear is one of those rare situations where a number of important industries find themselves with a clearly common cause. The fiber producer, the chemical industry, the textile machinery industry, the textile manufacturer and finisher, the garment maker and, last but by no means least, the home laundry appliance industry—all have a stake in the success of the idea . . .

"Here is something that is wanted by the consumer and which has real utility and value. The consumer's in-



terest exactly parallels that of the industries involved with the same common cause. It can be provided to consumers when the right fibers and finishes are used to produce a fabric which, properly made up, will perform."

According to Dr. Donald F. Holmes, manager, men's wear, Merchandising Division, Textile Fiber Department, E. I. du Pont de Nemours & Co. (Inc.), Du Pont is "broadly credited with inventing wash and wear."

"To us," he explained to the Home Laundry Council, "wash and wear garments are those that can be repeatedly worn, washed and worn again with little or no pressing. This means that after washing, they retain their creases and require only an occasional light ironing. In addition, they meet consumer demands for durability, color-fastness, and shrinkage, and remain neat in appearance during normal periods of wear."

The facts about wash and wear development are overwhelming. Men's wash and wear suits were introduced in 1952, with a test sale of 1,200 units, Holmes points out. "Since then, the sales curve has gone up steeply every year. . . . There is now a surprisingly rapid growth in boys' wear. Apparently, the cost of wash and wear garments, which is higher than the traditional for boys' wear, is more than offset in the mothers' minds by greater durability, neatness and easy cleaning . . .

"Other important areas are wash and wear shirts of Dacron polyester fiber and cotton which have skyrocketed to about 14 million units per year. Wash and wear raincoats show a smaller but similar steady, rapid growth to 400,000 during 1957. Nylon zippered outer-jackets, such as 'anti-freeze' jackets, which were already well established in wash and wear constructions in 1952, have continued to climb with further diversification through the shells of Dacron and cotton and the addition of a pile of Orlon acrylic fiber and of nylon fleece for extra warmth and styling."

The future of wash and wear can be foretold from three different viewpoints, according to Dr. Holmes:

**From the statistical viewpoint:** Growth curves show no signs of leveling off. Added together, rate of increase is phenomenal. Growing from about \$16 million in 1952 to \$350 million in 1957, it seems inconceivable that the curve would turn downward in the near future.

**From the consumer viewpoint:** Through independent, professional

research, Du Pont surveyed 100,000 consumers during the past five years, to determine the soundness and health of the wash and wear idea. Results show that the consumer likes it and wants more. Many people, the survey reveals, intend to continue buying wash-wear garments primarily for their plus features of lighter weight, superior comfort, and the unusually neat appearance under all conditions of wear. The number who take full advantage of the wash and wear features is higher than might be expected — and is growing. Forty-five per cent of the wash and wear purchasers consistently wash their suits and 63% wash their slacks.

**From the manufacturer and retailer viewpoint:** Activity during these months shows that the wash-wear garment industry expects continued rapid growth. For example, a survey conducted by Clothing Manufacturers Association of America predicts a 50% increase in the number of wash and wear men's suit sales this summer. This means that approximately one out of every six or seven men's suits will offer modern wash and wear performance. Based on retailers' purchases for 1958, it is expected that one out of every four or five suits purchased this summer will be wash and wear.

A 30-city survey conducted by Du Pont reveals that 80% of the buyers in 57 department and specialty stores predict an unprecedented demand this spring and summer for boys' wash and wear suits and slacks. It also discloses that one-fourth of all buyers foresee demand for boys' wash and wear clothing increasing "sharply."

These predictions are supported by the sales performance of boys' wash and wear clothing last spring and summer. Seventy-six per cent of the buyers reported an important increase in purchases of light-weight wash and wear suits and slacks last year. Almost half the buyers reported the greatest sales volume of boys' wash and wear suits and slacks last year was in the junior age group (5 to 10). One-fourth of the buyers believe the cadet-age group (11 to 15) constitutes the majority of wash and wear sales, while 17% believe the student-age group (16 to 19) is the most important group.

Buyers feel that wash and wear is important in younger groups for two reasons: (1) Mothers do the purchasing and are more interested in functional values; (2) mothers feel that younger boys are harder on their clothes, and wash and wear garments are easier and less expensive to keep clean.

Buyers believe the blends of 65% Dacron polyester fiber with cotton and 75% Dacron with cotton will show the biggest jump in boys' suits and slacks in 1958. The blend of 55% Dacron with rayon is ranked third. All told, 90% of the retailers expect Dacron in one blend or another to show a sales increase in 1958 boys' summer suits, and 98% look for an increase in the demand for Dacron in boys' summer suits.

New fabric technologies have greatly broadened both fabric types and stylings for men's clothing in 1958 — the fall-winter season. They have made possible worsted-type fabrics with higher content of Orlon, which embody both improved aesthetics and a high degree of performance, including the wanted features of wash and wear. Some of these fabrics contain as much as 70% to 80% Orlon.

Du Pont reports that 75% of the men who had previous experience with wash and wear suits rated their new automatic wash and wear suits better than any drip-dry suits they had purchased. Eighty-two per cent of the more than 1,500 men surveyed said they would be interested in a winter-weight suit with automatic wash and wear features.

The automatic wash and wear suits—first suits that could be washed through the full cycle of the automatic washing machine, dried in a home tumble dryer and come out ready to wear — were introduced in April 1957. A total of 46% of the men polled said they would buy another summer-weight, automatic wash and wear suit, while 47% said they would "probably" buy another suit.

Haspel Brothers, Inc., manufacturer of the first automatic wash and wear suits, cooperated in the survey.

**Women's apparel:** At least nine women's apparel manufacturers are introducing wash and wear garments in their spring lines. Available now are tailored suits, daytime dresses, evening gowns, and sportswear. They can be laundered by full-cycle automatic washing machines and tumble dryers, and can be worn an hour after washing.

Suiting, dress and sportswear fabrics in plain, patterned and nubby stylings, as well as chambray and poplin, all contain 50% or more Orlon acrylic fiber or Dacron fabrics that meet the rigid requirements for automatic wash and wear. After automatic laundering, a smartly tailored woman's suit with an all-around pleated skirt, for example, is lifted from the dryer with every pleat sharp, and with cuffs, collar edges,

pockets, tucks or bindings meticulously smooth. Knitted fashions for women also are included in automatic wash and wear. In the current issues of such high fashion magazines as *Harper's Bazaar* and *Vogue* a large percentage of advertising pages from women's garment makers are given over to wash and wear clothes, bearing out the fact that wash and wear is now in the world of fashion.

**Boy's shirts:** Findings of a Dun & Bradstreet survey in the fall of 1957 revealed that a majority of buyers in 25 leading department stores reported that boys' wash and wear sport and dress shirts of Dacron polyester fiber and cotton were higher than in 1956.

Eighty-five per cent of the buyers said that total sales of boys' fall and winter woven sport shirts were higher last fall. A total of 48% reported increased sales of dress shirts of Dacron and cotton last fall, compared with the fall of 1956, while 40% said sales were about equal for the two seasons.

The survey also pointed out that 84% of the buyers expected their sales of boys' wash and wear sport shirts of Dacron and cotton this spring to outstrip Spring 1957 sales.

A majority of the buyers, 60%, felt that wash and wear dress shirts of Dacron polyester fiber and cotton have a better growth potential than other types of wash and wear dress shirts. A total of 64% of the buyers agreed that wash and wear sport shirts of the man-made fiber blend would grow faster than other wash and wear sport shirts.

**Men's shirts:** At least six brand manufacturers are now making automatic wash and wear knitted sport shirts of 80% Orlon acrylic fiber blended with cotton for spring and summer selling: Cluett, Peabody & Co.; Revere Sportswear Co.; Amho;

Botany Brands; Coopers, Inc.; Robert Bruce.

Total 1957 sales of men's wash and wear shirts of 65% Dacron polyester fiber with cotton showed appreciable gains over those of 1956. Donald F. Pollock, merchandising manager of sportswear and furnishings for Du Pont, reports that sales of men's shirts of this blend for 1957 exceeded 12,800,000, with shirts of 100% Dacron in filament and Taslan textured yarns accounting for approximately 1,200,000 additional units. Tracing the sales history, he notes that some 2,400,000 were sold in 1953 and 1954. Consumption rose to about 6 million in 1955 and 10,800,000 in 1956.

The remarkable growth of the demand for modern fiber shirts with their built-in advantages of true wash and wear, durability and lasting neatness, Pollock points out, has prompted mills to expand their offerings of 1958 patterns and fabric types, especially in sport shirtings. Business shirt fabrics are available in all standard weaves, and offerings of spring sport shirt fabrics include discharge prints, iridescent weaves, yarn-dyed plaid, stripes and satin weave.

Included among the manufacturers that are showing larger lines of sport shirts of Dacron polyester fiber and cotton this spring are Cluett, Peabody & Co., Inc.; S. Denis, Inc.; Eagle Shirtmakers; Enro Shirt Co., Inc.; Manhattan Shirt Co.; Marlboro Shirt Co.; Matson Shirts; McGregor Sportswear; Merrill-Sharpe Ltd.; M. H. Raab Meyerhoff Co., Inc.; Tyson Shirt Co.; Wings Shirt Co. Volume firms show broader lines of sport shirts of this blend.

Dacron at present is believed to be the only "polyester" textile fiber produced commercially in the United States. However, it is reported that three mills, rivals of Du Pont's Dacron, have developed polyester fibers of their own: Beaunit Mills, Inc.,

Chemstrand Corp. and Tennessee Eastman Co., subsidiary of Eastman Kodak Co.

**All-cotton wash and wear men's shirts:** There's evidence they are here to stay, giving Du Pont's Dacron a little stiffer competition in the men's shirt market. New finishes for cotton have made it possible to market all-cotton wash and wear shirts at prices under the Dacron blend shirts.

Manhattan Shirt Co. was among the first manufacturers to market all-cotton wash and wear shirts, when it came out with its "Mansmooth" line last June. This line is a substantial part of its shirt production.

Wash and wear cotton shirts are also resulting in increased sales for Cluett, Peabody & Co., with its "Arrow" brand, and for Phillips-Van Heusen Corp. "Vantage" shirt.

Stanley C. Gillette, Phillips-Van Heusen vice-president for sales, predicts that at least 50% of men's shirts sold during 1958 will be the drip-dry variety. It is now possible, he points out, for a man to buy in drip-dry anything he might normally have worn in the past — broadcloth, oxford, madras, batiste, etc., in fancies, colors, wovens, etc.

"We predicted the success of our drip-dry Vantage shirts when we shipped the first ones in late June 1957 and the bulk in July, August and September," Gillette says. "We guaranteed that our shirt 'Never Needs Ironing.' We shipped 1,200,000 shirts, and the consumer accepted them without question."

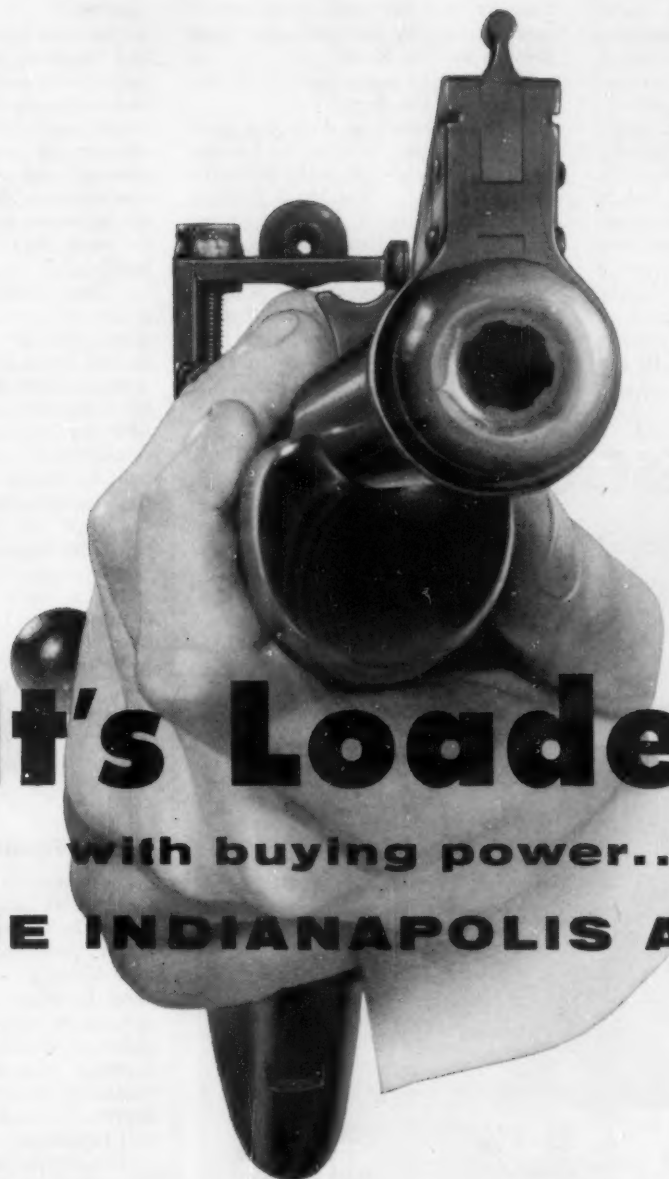
"The first drip-dry shirt was introduced in England. It performed very well but only if drip-dry washed under certain conditions. This, however, did not go over in America inasmuch as 95% of the laundry in England was done at home whereas, in America, most laundry was done by commercial laundries."

"The English drip-dry shirt was a heavy fabric — poplin, etc. (Broadcloth is popular in America.) If this garment was commercially laundered or laundered at home, using a bleach or any chlorine retentive, it became chlorine destructive, turned brown at the touch of an iron and was not acceptable in the American market."

"Dan River Mills was a pioneer in developing the 'Wrinkle-Shed' and 'Dri-Don' finish for cotton shirts. This opened up a new area of research and experimentation in the United States, and Phillips-Van Heusen started to work with Dan River in research and testing laboratories. After 18 months of research on standard broadcloth fabric we found that it could not successfully take the

### Consumers Should Know Fabrics

Consumer fore-knowledge is important. It is not possible these days for a consumer to select merchandise for launderability without some fore-knowledge of general fiber, fabric and construction characteristics. In the vast majority of cases this fore-knowledge can be obtained only from experience or from the advertising of fiber, fabric, finish and garment producers, the producers of home laundry equipment and the makers of auxiliaries such as detergents, water treatments and finishing products. In all media used to get product information before the public it is most important that the statements be factual and not just wishful thinking. What is most urgently needed is integration and truth in this sort of advertising. Any other course leads to chaos.—P. J. Flynn, Director of Research, J. C. Penney Co., before the Eleventh National Home Laundry Conference.



# It's Loaded

with buying power...

## THE INDIANAPOLIS AREA\*

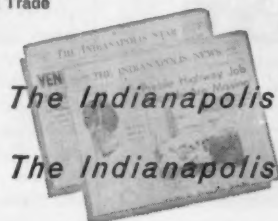
● You're on target when you aim at this rich market! With over *two million* people it ranks with the biggest. And with more spending power per family it leads most. In Indianapolis, for example, average annual income per family is \$6,882 . . . 20% above the national average, and 9th among cities of over 500,000. Retail sales per family, at \$4,615 annually, are 6th among cities of over 600,000.† And with 58.4% coverage of the area The Star and The News lay down a barrage that will blast those sales loose for your products. Write today for complete market data.

†1954 Census of Business & Retail Trade

\*THE 45-COUNTY TRADING AREA  
THAT'S BIGGER THAN YOU THINK!



Population: 2,029,000  
Income: \$3,430,000,000  
Retail Sales: \$2,174,000,000  
Coverage: 58.4% by  
The Star and The News



**STAR** Morning & Sunday  
**NEWS** Evening

KELLY-SMITH COMPANY • NATIONAL REPRESENTATIVES



Wrinkle-Shed, Dri-Don finish. Therefore we had to change the construction of the fabric; find the proper size yarn (different in size from that used in regular broadcloth fabric); find the right resin finish and apply it correctly; find the proper linings, and learn how to stitch correctly. (Machines slowed down and had to be reset. In other words, it is impossible to sew a regular shirt and then with the same machine setup, sew a drip-dry shirt because it will cut the fabric.)

"There are two types of textile mills: weaving and finishing. In our

case, we have our cloth woven to our specifications in one mill and then finished by Dan River.

"We predict a big market for the cotton Dri-Don shirt."

As to the future of wash and wear cotton garments in general, George S. Buck, Jr., assistant to the executive vice-president, National Cotton Council of America, had this to say at the National Home Laundry Conference:

"The future of wash-wear is probably closely associated with the future of cotton itself. In considering that future, two statistical facts may be

significant: (1) The use of cotton during the last 10 years in apparel and household items has increased by more than a million bales—half again as much as rayon, acetate, and all the newer synthetics combined; (2) the yardage of resin-treated, wrinkle-resistant and wash-wear cottons already exceeds the entire production of all the newer synthetic fibers together — more than two billion yards annually . . .

"These factors might be offered as a basis of a reasonable prediction that cotton will be even more important in the home laundering and wash-wear markets of the future. First, the inherent properties of the cotton fiber are unusually adaptable to the conditions of home laundering; second, by reason of its chemical receptivity, cotton has more than met the challenge of the wash-wear era; third, developments in the mechanization of production promise to continue cotton as one of the most economical of all finishes; fourth, cotton's natural characteristics, supplemented by the many specialized properties now being made possible through chemical finishing, will more than ever give Mr. and Mrs. America the qualities they want in their clothing and household items."

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and . . . this "man-of-action" has an average income of \$14,429 to make him an active customer for automobiles, insurance, sporting goods and stock and bond investments.

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*The Rotarian*

An International Publication

1600 Ridge Ave.,  
Evanston, Illinois

**79%**

are active in business management



**90%**

play an active part in company buying



**84%**

are active homeowners



**54%**

are in companies operating 1,265,217 trucks



**82%**

are active travelers! (more than 13 major trips a year)



**53%**

actively influence the decision to buy civic and community activities needs.



### Three Requisites

There are three requisites for automatic wash and wear performance: (1) The fabric has to contain a major percentage of high-performance fibers; (2) the garment must be carefully fabricated from stable components to withstand the mechanical action of washing machines; (3) the garment must be tumble-dried at a controlled temperature of around 150 degrees Fahrenheit, and cooled while still tumbling.

The textile and apparel industries are mastering the first two requisites. But have appliance manufacturers met the challenge of wash and wear? As *Good Housekeeping* shows in its presentation of the facts on wash and wear fabrics, clothing and appliances, they have. All representative manufacturers have updated their equipment to take care of the new wash and wear clothes.

Many dryers have a special setting for wash and wear. This setting includes a period of tumbling with no heat following drying. When using a dryer that does not have this setting, garments can be dried at low to medium temperature. Just before tumbling stops, while garments are still slightly damp, they can be removed and placed on hangers to cool at room temperature.



Among the advantages of the newer washers for laundering wash and wear are: slow speed wash—easy on delicately-constructed clothes; slow speed spin— aids in less wrinkling; cold water rinse — aids in wrinkle-removal; cold water wash — aids in wrinkle removal; automatic dispensers — for rinse agents; special wash and wear cycles.

Thus, the new models have made possible complete regulation of water temperature, speed of agitation and spin, and timing of washing and rinsing cycle. Dryers now can be controlled to the proper selected temperature required for the different wash and wear fabrics. Drying time can be checked exactly so that, with proper regulation, there is little or no wrinkling, which means little or no ironing.

### The "Combo"

The next development to be expected in the home laundry field is intensified consumer interest in washer-dryer combinations. In 1956 six manufacturers exhibited washer-dryer combinations at the Tenth National Home Laundry Conference in Chicago. Unit sales have been increased at a significant rate.

At the Eleventh National Home Laundry Conference held in Chicago in 1957, Louis M. Snyder, general sales training manager, Whirlpool Corp., had this to say about the combination washer-dryer:

"The combination washer-dryer unit made its debut in 1953 when Bendix introduced the 'Duomatic.' This first entry into the 'combo' field was an all-electric model, but was later followed by a gas dryer model.

"Unit sales for the years 1953-1955 were 200,000 (estimated). During this three-year period other home laundry manufacturers watched the combination picture closely and, despite relatively low unit sales volume, expressed confidence in the future of the combination washer-dryer.

"During the 1953-54 period many business analysts looked upon the combination washer-dryer as a luxury item, designed primarily for the 'carriage trade.' Mention was made of the 'Duomatic' as having 5% market appeal . . .

"Bendix continued the pioneering and the market developed for a one-unit combination. By late 1955, other companies were convinced that their respective timing was right, and prepared to start production of 'combos' the following year.

"Five other companies entered the 'combo' field during 1956, with com-

bined sales for that year totaling 102,406 units.

"Actual unit sales now available indicate 1957 industry totals for the combination washer-dryer amounted to 176,772 units. The pace has quickened, the tempo has accelerated, and industry forecasters are now predicting volume sales ahead. The home laundry appliance industry has made big strides with the one-unit combination washer-dryer in less than two years since competitive selling began."

In addition to the six companies now in production, it is reported that one or two new brands will be intro-

duced into the combination field this year. "Within the next 10-year period," Snyder says, "it is possible that the combination washer-dryer unit (with many advantages in its favor) will out-sell separate automatic washers and dryers. There is a feeling of great optimism regarding the consumer acceptance of a one-unit washer-dryer combination in the years that lie just ahead."

But every major movement in the marketing tides is sure to have threatening implications for somebody. Question: What is wash and wear going to do to the sale of ironers? ♦



(1) Snap it... see it! (2) Slip it into a mount, and (3) project it as big as you want.

### Polaroid Corporation Announces

## QUICK, EASY WAY TO MAKE SLIDES

Now with a standard Polaroid Land Camera, you can make slides for Sales Meetings, and project them immediately.

Polaroid Corporation has perfected a film which produces black-and-white slides right in a regular Polaroid Land Camera. Just click the shutter and two minutes later you have a slide ready for projection.

These on-the-spot slides can help you tell a picture story to everyone—prospects, existing customers, the field selling force, management. A versatile Copymaker is available to make slides from any text, existing photographs, charts, graphs or titles. Or, if you wish, you can take the camera into the field to photograph products, displays, and other material.


Two sizes are available—2¼ x 2¼, and 3¼ x 4 for use in existing "lantern slide" projectors.

These slides cost about ⅓ as much as conventional slides. But the real saving is in the time and effort that it takes to put any picture on the screen. Send in this coupon for detailed information, plus booklet, "On Your Feet," loaded with hints for your next speech.

Polaroid Corporation  
Dept. S-16  
Cambridge 39, Mass.

Please send me detailed information on the new Polaroid transparency system.

NAME \_\_\_\_\_  
POSITION \_\_\_\_\_  
FIRM \_\_\_\_\_  
ADDRESS \_\_\_\_\_  
CITY \_\_\_\_\_ STATE \_\_\_\_\_  
ZONE \_\_\_\_\_



## Wherever executive and professional families live . . . there you'll find **TIME**

**T**HIS FACT about **TIME**'s audience is clear: it is heavily concentrated in the suburbs. In fact, **TIME** delivers the greatest concentration of executive and professional families available today—

families that are the country's most courted consumers, most desirable industrial customers, most fertile source of capital, and of personal and corporate good will.

The *location* of a magazine's readers is a factor that is being critically evaluated by marketing men today. A review of magazine circulations in the high income suburbs of eight of the largest cities shows that . . .

**TIME delivers 39% more circulation than Newsweek and U. S. News combined...almost as much circulation as the biggest mass weeklies.**

And wherever executive and professional families live, there you'll find twice as many copies of **TIME** as of either of the two other news weeklies.

These copies of **TIME** are concentrated in the hands of America's best prospects—families with a total annual income of \$27 billion, and liquid assets\* of more than \$85 billion (a figure higher than the total federal budget).

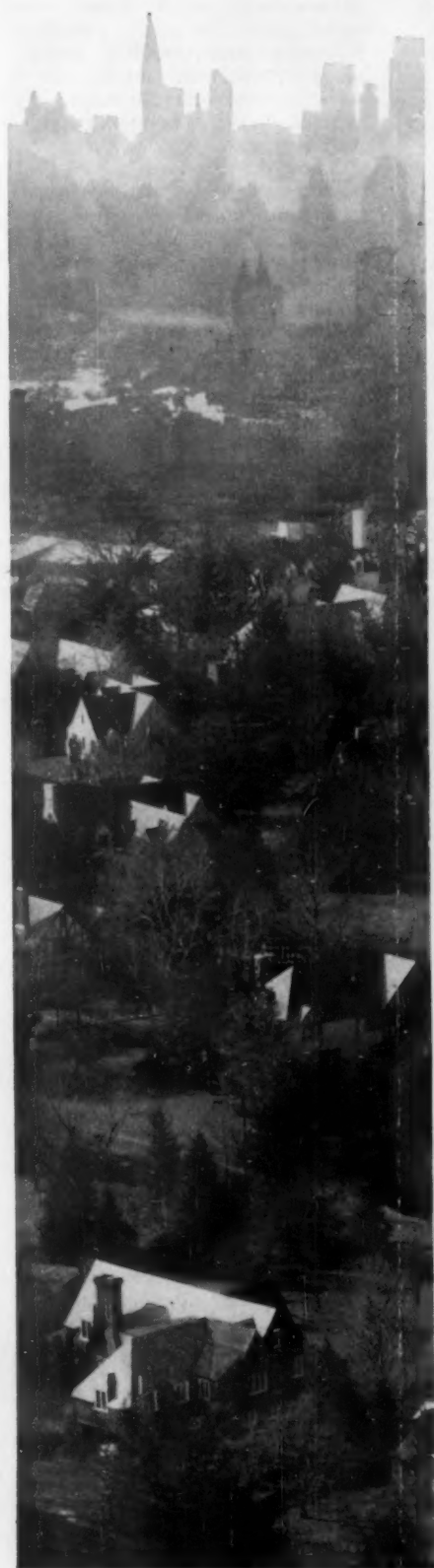
The one best way to reach the *big* concentration of best U.S. prospects, reach them efficiently and economically, is **TIME**—with 2,250,000 families in all the best places.

\*Includes cash, checking accounts, all types of savings accounts, corporate stocks and bonds, and government bonds.

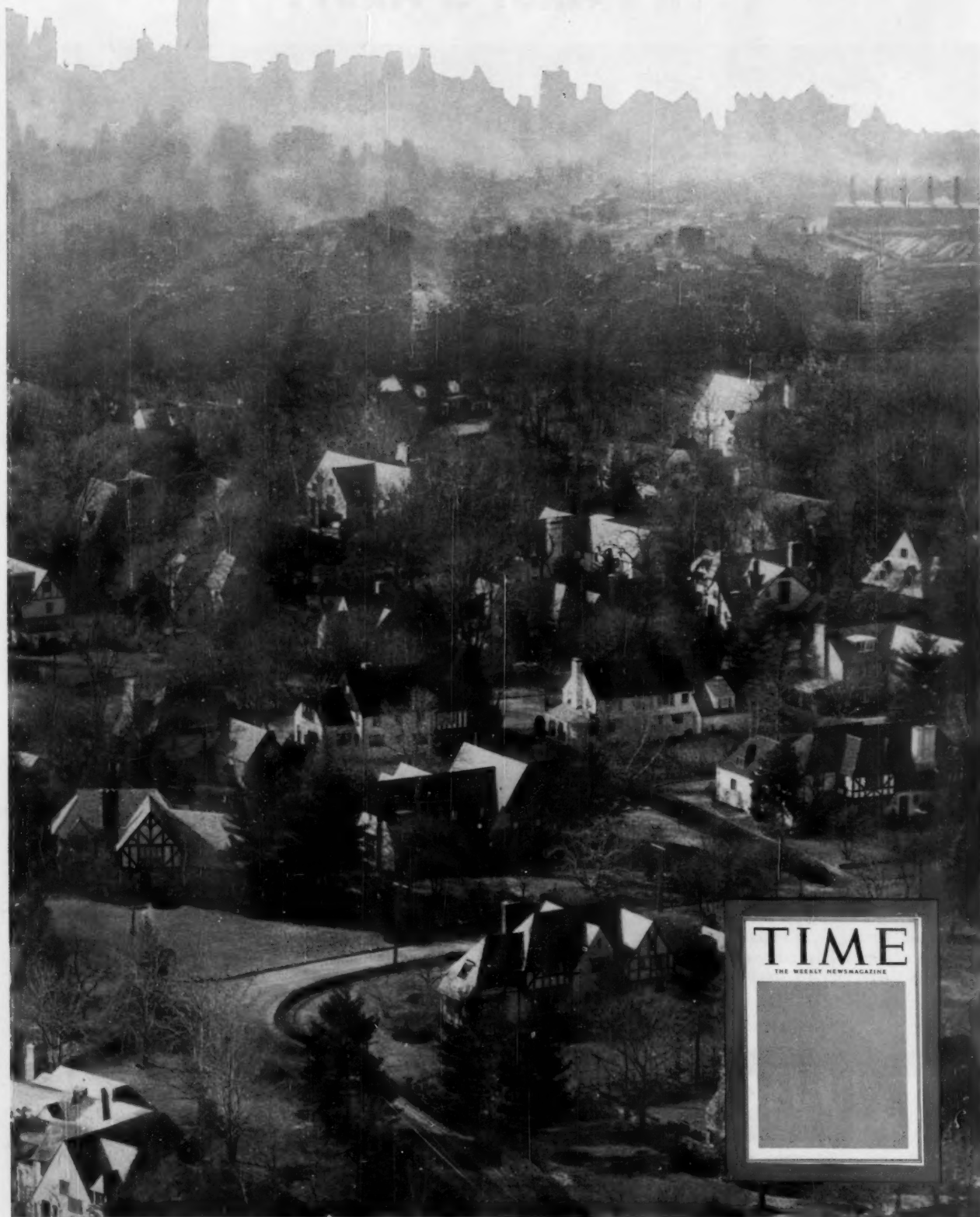
Readers of **TIME**'s International Editions are also concentrated in similar communities, such as: Epsom, London; St. Cloud, Paris; Monte Parioli, Rome; Djurs-holm, Stockholm; Hurlingham, Buenos Aires; Westmount, Montreal; San Angel, Mexico City; Denen Chofu, Tokyo.

### **TIME**

**The Weekly Newsmagazine**



**BACKGROUND:** View of New York's midtown sky line looking southeast over the city.  
**FOREGROUND:** Scarsdale, looking southwest over Withington Road and Cotswold Way.



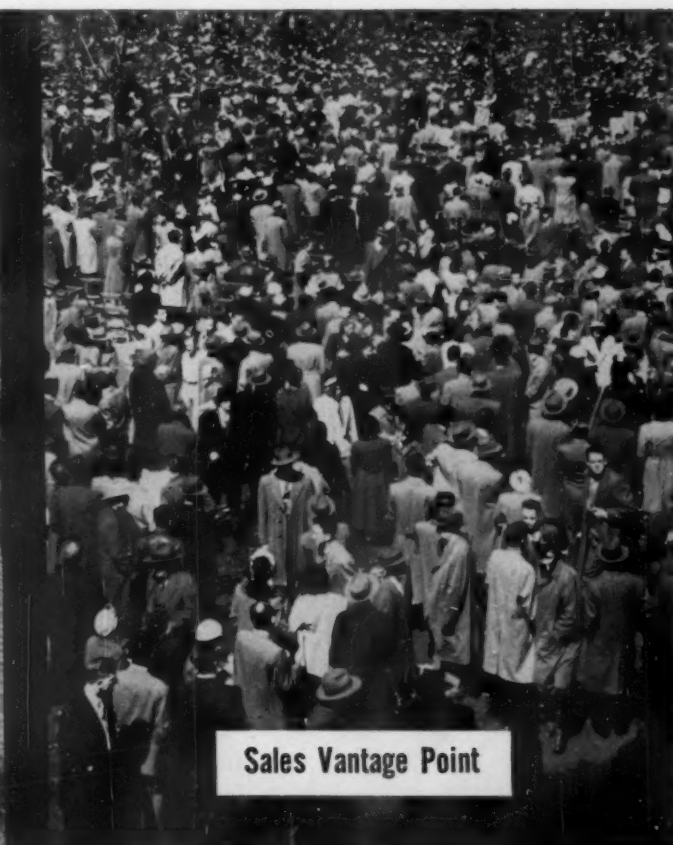
MAY 16, 1958



# To sell more where more is sold ... it's FIRST 3 FIRST!



Scenic Vantage Point



Sales Vantage Point

Arriving at an ideal site for viewing breathtaking scenery is often enjoyed on a leisurely hike far from the city sidewalks. However, the prosperous millions of heavy spending big city consumers almost always produce the most profitable sales volume.

Competition for attention to an advertising message is understandably keenest in the nation's richest markets—New York, Chicago and Philadelphia—where the family coverage of General Magazines, Syndicated Sunday Supplements, Radio and TV thins out. In these 3 far-above-

average markets, which account for 18% of total U.S. Retail Sales, there is no substitute for FIRST 3 MARKETS' saturating 62% COVERAGE of all families.

In addition, busy cash registers in the six states adjacent to the 3 markets ring up 29¢ out of every U.S. Retail Sales \$1.00. FIRST 3 MARKETS GROUP concentrates 86% of its more than 6 million circulation within these 6 states to deliver 47% coverage of all families.

To make your advertising sell *more* where *more* is sold ... it's FIRST 3 FIRST!

The group with the Sunday Punch



Rotogravure • Colorgravure

New York Sunday News Coloroto Magazine

Chicago Sunday Tribune Magazine

Philadelphia Sunday Inquirer "Today" Magazine

New York 17, N.Y., News Building, 220 E. 42nd St., MUrray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, SUperior 7-0043  
San Francisco 4, Calif., 155 Montgomery St., GArlfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUmkirk 5-3557

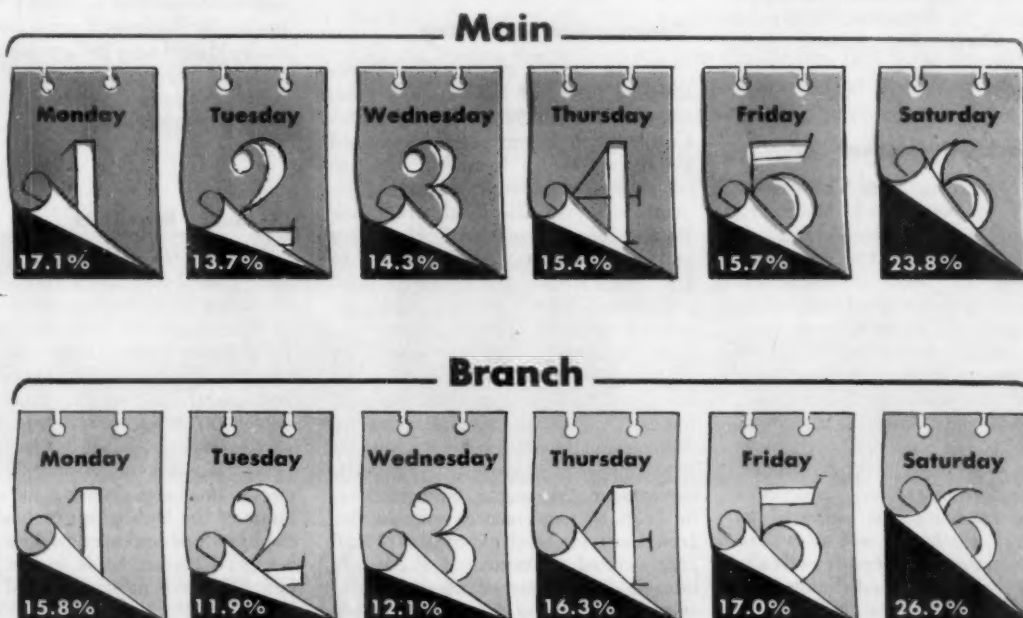


### Downtown vs. Branch Stores: Sales by Day of Week

The shopping habits of the American consumer have changed drastically since the end of World War II. They have been influenced by suburban living, night hours for stores, downtown parking problems. Below is the national picture for all department stores, both main and branch.

The percentage of business done on any one day depends directly on whether a specific store is open any nights during the week. But, regardless of what nights a store

may be open, Saturday remains relatively unaffected. Where a store is open on, say, Thursday night, the *percentage* of business done on other days declines and Thursday's percent of business approaches that of Saturday. This is also true where a store is open two nights a week. Overall, about twice as much business is done on Saturday as is done on Tuesday. The following figures are for all stores, including those with no night hours.



SOURCE: NATIONAL RETAIL MERCHANTS ASSOCIATION

## WORTH WRITING FOR...

### Pharmaceutical Review

To be published in June, it will provide a monthly tabulation of listings of new pharmaceuticals for the first six months of 1958—274 new products as opposed to 179 for the first period in 1957, a 53% increase. In addition, there will be a breakdown of the latest trends and highlights in the drug field, and toiletries sales builder story—a preview of the most important trends in chain drug store display and promotion of toiletries. For a copy, write to James P. Gagin, Advertising Manager, *Chain Store Age*, 2 Park Ave., New York 16, N. Y.

### Air Freight Map

It shows all principal airline routes, and will be helpful to sales managers who are faced with urgent air freight shipments from customers located in communities without adequate air service. The nearest community where air freight facilities are available can be instantly found. Also useful in planning distribution of advertising material and promotional pieces to dealers and distributors on a national scale. Copies are available from John C. Emery, Jr., President, Emery Air Freight Corp., 801 Second Ave., New York 17, N. Y.

### New York City Market

An "Operating Sales Control for the City of New York Marketing Area and the Suburban Area." It locates on detailed street maps 107,387 outlets in 10 retail classifications. Locations of shopping streets, shopping centers and neighborhood shopping areas are shown on 162 sales division maps for the five New York boroughs and suburban 50-mile market. All data are based on an actual field survey of the city's 317,000 blocks and 495 suburban communities. The completeness of this new sales operating mechanism is indicated in the scope of marketing and sales data which present a comprehensive visualization of the newness and change that has taken place in the New York market since 1946. Sales data on retail outlets cover existing stores in 10 classifications of business and are detailed for each of the 162 sales divisions. The 21,458 retailers in the grocery classification are separated into chain and independent units, and

special detailing is given to super markets. A guide to sales managers' appraisal of the market segments is given for each of the 115 city maps through a capsule description of economic and housing characteristics, and a general description of the three suburban sales areas. Copies are available from Sumner Collins, Promotion Director, *New York Journal-American*, 220 South St., New York 15, N. Y.

### Company Growth

Reprint of an article published in *Dun's Review and Modern Industry*, "Charting Your Company's Future Growth." It describes the actual steps in three phases of forward or long-range planning; states advantages as well as objections to the long-range planning process; describes how planning is organized, and presents a diagram of 28 detailed steps in forward planning with the part played by various individuals in a company. For your copy, write to Charles H. Granger, William E. Hill & Co., Inc., 640 Fifth Ave., New York 19, N. Y.

### Construction Machinery

A new survey report, "An International Study of Business and Government Customers for United States Construction Equipment," conducted by Alfred Politz Research, Inc., in cooperation with four leading U. S. manufacturers: Allis Chalmers, Clark Equipment, International Harvester and Le Tourneau Westinghouse. It analyzes current and potential markets abroad for U. S. equipment, covering present ownership of construction machinery, purchase intentions of business firms, and readership of U. S. and foreign magazines. Because roadbuilding is so basic a phase of the construction industry, it serves as an indicator of future building growth throughout the world. Skyrocketing in 1956 to new records outside the Iron Curtain, total expenditures last year reached an estimated \$12.9 billion or an increase of about 19.5% over 1955. During the next 15 years free world highway budgets will total \$227.5 billion, of which \$90 billion will be spent in foreign countries. For your copy, write to Richard Shouten, Sales Promotion Manager, *Time International*, 9 Rockefeller Plaza, New York 20, N. Y.

### Building and Construction

Findings of a survey conducted by Mills Shepard and Daniel Starch & Staff, which include who buys products used in building and construction; basic buying patterns; buying influence profiles for: construction and equipment; maintenance and selected products; building products and supplies; installed equipment; general business products and services. A copy of "A Study of Buying Influence and Buying Influence Patterns for 54 Products Used in Building and Construction" may be obtained from Paul F. Mundt, Promotion Manager, *Engineering News-Record*, 330 W. 42nd St., New York 36, N. Y.

### Aircraft Manufacturers

An appraisal by business executives. Second report in a series of research projects titled "A Study of the Corporate Personality," it was designed to measure the public relations quotient of typical aircraft manufacturers. Business and industrial leaders were asked to appraise typical firms in terms of investment recommendations, and were asked which firms they would recommend to a young man seeking employment. Sixty per cent of the respondents are administrative management executives in business and industry. For a copy of "An Appraisal by Business Executives of Aircraft Manufacturers" write to Herman C. Sturm, Director of Advertising, *Nation's Business*, 711 Third Ave., New York 17, N. Y.

### "Grocery Brands in . . .

Iowa Farm Homes," report of a survey of 2,008 Iowa farm families to obtain information about brands of selected grocery items used by them. It includes bakery products, baking supplies and mixes, beverages, breakfast cereal and other cereal foods, canning supplies, dairy products, floor wax, freezer containers, fruit, fruit juices, laundry and dishwashing supplies, luncheon meats, wrappings. Some of the highlights: Nabisco leads the brands of packaged cookies now in homes; Calumet leads in the baking powder brands on hand; Gold Medal is the leading all-purpose flour; in cake mix, Duncan Hines leads; Aunt Jemima is on top for pancake and waffle mixes. Copies of the full report may be obtained from R. J. Pommerehn, Director of Research, *Wallaces' Farmer and Iowa Homestead*, 1912 Grand Ave., Des Moines 5, Ia.



## THE NEW 200 *mile-per-hour* BEECHCRAFT TRAVEL AIR

**the QUIETEST  
plane in the  
skies**

So quiet you won't believe it... so vibration-free it's like sitting in your own office... so luxurious, so smooth, so much more for your money... that's the All-New Beechcraft Travel Air for 1958. A demonstration ride will prove that this is the truly outstanding airplane in the light twin field!

A quarter century of experience has gone into the New 1958 Travel Air. Its rugged and right design assures maximum performance and durability. But with rugged construction also comes the beauty and distinctiveness of superior styling.

The Travel Air gives more time to manage, more time to sell. Montreal to Mexico City is an easy Travel Air trip with just one stop for fuel!



Simplicity of flying plus visibility



One of two spacious luggage compartments



Complete accessibility for servicing

The four-place Beechcraft Travel Air  
RANGE — up to 1,410 miles nonstop  
SPEED — up to 209 miles per hour

# Beechcraft

For information about the Travel Air and the finest leasing and financing plans in aviation, see your Beechcraft distributor or dealer, or write Beech Aircraft Corporation, Wichita 1, Kansas, U. S. A.



**BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS**





## *This packaging expert puts products in motion...*

### **Olin Cellophane Specialists help speed Production, Distribution and Sales**

Whether your product be basically animal, vegetable or mineral, chances are you can save production dollars by packaging it in one of the many types of Olin Cellophane. Grease-proof and

gas-proof, these films also afford varied degrees of moisture-proofness tailored to your packaging needs. One executive recently adopted our suggestions with a resultant packaging cost-savings of 20%. After Olin Cellophane's unique packaging team of research, technical

and merchandising specialists makes its carefully considered suggestions, your own savings may be even greater.

Ask in an Olin Cellophane packaging consultant, today. Or write: Film Div., 655 Madison Ave., New York 21, N. Y. **Olin Mathieson Chemical Corporation**

*A Packaging Decision  
Can Change the Course of a Business*



© 1958 OLIN MATHIESON CHEMICAL CORPORATION



*What putting your product in motion  
means to:*

## **SALES, MERCHANDISING AND ADVERTISING EXECUTIVES WHO WANT TO SPEED IN-STORE TURNOVER**

### ***Why is packaging change vital for increased turnover?***

Simply because the facts show 70.8% of supermarket buying decisions are made in the store. If your package attracts more attention than your competitor's, you increase your chances of earning the consumer's vote.

### ***Can you afford to be "satisfied" with your present packaging?***

Almost any packaging can be improved—and frequently with striking results. According to a recent survey, 84% of the firms in the food business are investigating how to exchange good packaging for *better* packaging. To keep a product "out in front," its manufacturer should keep alert to opportunities for improvement.

### ***Why should Olin Cellophane be considered?***

Because time and time again, Olin Cellophane has provided the answer to a packaging problem. It's economical and it's versatile. Its gleaming surface attracts the shopper's eye, gives instant content identification, and helps speed the purchase by presenting a product at its best.

### ***Why is it particularly suited to today's retailing?***

With the daily growth of self-service, *seeing* the product becomes all-important. Last year alone, Olin Cellophane added five new film types to help you meet the specific requirements of your product and its distribution.

### ***Is this the meaning of "This Packaging Expert Puts Products In Motion"?***

Partially. Using Olin Cellophane increases sales velocity, true. But the line also refers to an Olin representative's ability to help you develop a "higher net profit package"—one which will speed things up throughout the *entire* production and distribution cycle.



### **OLIN CELLOPHANE OFFERS YOU THIS UNIQUE COMBINATION OF SPECIALIZED SERVICES**

**Packaging Specialists** — Olin Cellophane representatives have been trained in the sales, physical distribution and production problems of Cellophane Packaging. Can often supply immediate answers to long-standing problems.

**Package Merchandising Service** — Fully experienced help in development of packages which are practical for modern merchandising, plus tie-in store display material to help move your packages at the retail level.

**Technical Service** — Drawing on the wide resources of the cellophane, technical and research laboratories, technicians help you solve problems of protection, printing, strength, machinability or other technical aspects of film packaging.

**Product Evaluation Laboratory** — A staff of quality conscious technicians is equipped to help you evaluate the proper types of Olin Cellophane and packaging construction for superior protection and durability.

**Machine Engineering Service** — Helps you solve production problems and increase production speed.

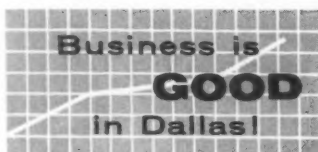
**Research and Development Laboratory** — New coatings and improved film types are constantly being developed to give Olin Cellophane higher quality performance.

**Order Service** — Special automatic communications equipment permits orders to be placed with the factories immediately to speed delivery.

**Scheduling Service** — Product scheduling at both ultra-modern Olin Mathieson plants have a flexibility which allows fulfillment of rush or emergency orders. Specialists in expediting orders are also located in all district offices.

**National Advertising Service** — Full-color advertisements in Good Housekeeping, Newsweek and Fortune Magazines help build national acceptance for products packaged in Olin Cellophane.

**Packaging Training and Education Service** — Experienced specialists will help you explain to sales or other personnel the production, physical distribution, and sales advantages gained through Olin Cellophane packaging.



## employment and payrolls hit an all-time HIGH!

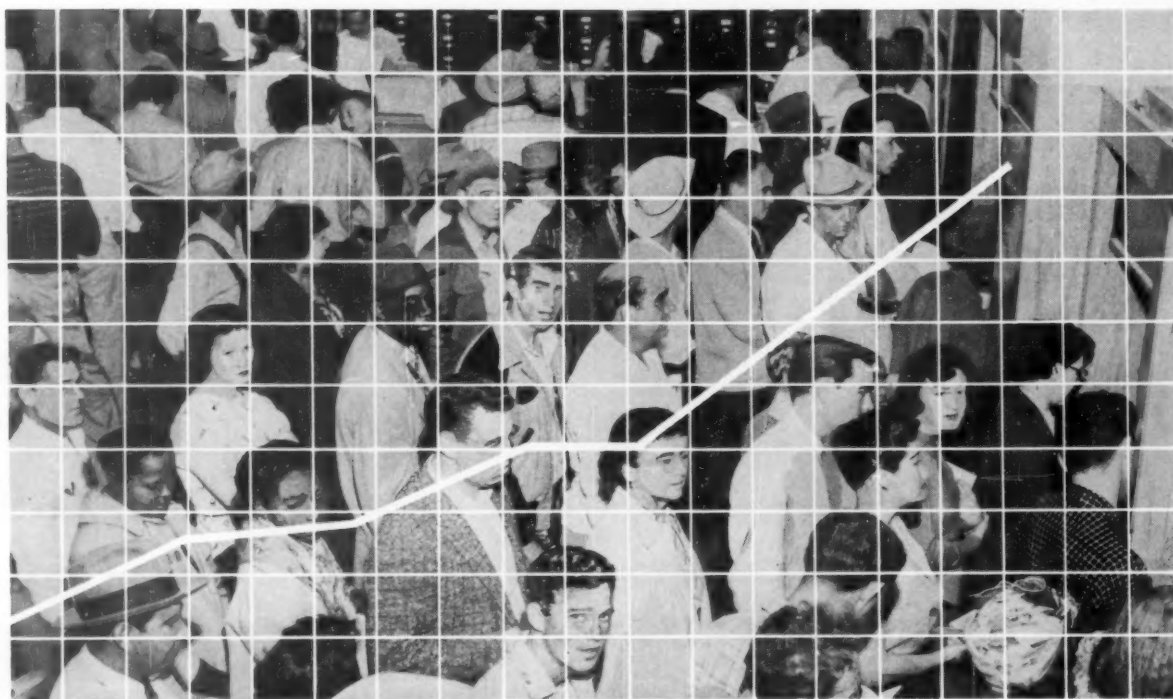
### DALLAS IS THE NATION'S BRIGHT SPOT!

Employment in Dallas increased 10,000 during 1957, raising payrolls by \$42,000,000! Total annual payroll hit a record \$1,401,800,000! 33% more new businesses were established than a year ago. Employment continued firm through March after setting new records in January and February!

### DALLAS' OUTLOOK IS BRIGHTEST IN HISTORY:

- a tremendous backlog of defense contracts!
- best prospects in five years for farmers and ranchers!
- greatest volume of commercial construction ever!
- a \$345,000,000 road-building program!

*The business is here...in Dallas. Come and get it with your advertising in The Dallas Morning News!*



Only THE DALLAS NEWS covers the larger market that makes Dallas' business BIGGER than Dallas!

# THE DALLAS MORNING NEWS

Member, Metro Sunday Comics Network

TEXAS' GREATEST NEWSPAPER • CIRCULATION: Over 203,000 daily, 213,000 Sunday

CRESMER & WOODWARD, INC. National Representative

New York • Chicago • Detroit • Atlanta • Los Angeles • San Francisco

## THE HUMAN SIDE

BY HARRY WOODWARD

### Cooking Off the Front Burner Or the Saga of an Ad Writer

Ever think about the poor, creative genius on Madison Avenue? The one who constantly has to plumb his esthetic depths and come up with crisp, provocative high- or low-pressure ad messages that will send your prospects scurrying to the nearest product outlet? We do. (The Ulcer Belt is aptly named. *You* try to ring the bell every time.)

So, in thumbing through the April issue of *Better Homes & Gardens* we mentally doffed our hat to the unsung genius who found a new way to sell Revere Ware, the best-known products of Revere Copper & Brass, Inc. He'd done it with a pretty picture and a striking headline. The picture: A feminine hand, lightly holding a Revere skillet over a candle. In the skillet, an egg. The headline: "Just a little heat . . . Revere Ware does the rest!"

We forgot the ad. (Mortality of advertisements is high. The advertiser keeps his fingers crossed and turns a prayer wheel—hoping he's made some sort of subliminal dent in your consciousness, against the day when you'll need something in his manufacturing category.)

But others didn't forget. And, at the moment, Revere is dancing in the streets. For just as the ad broke the heaviest snows of the year fell—March 19 and 20—in Pennsylvania and Maryland. Power lines went down. Heating and cooking facilities went kaput. And when those two snowed-under states dug themselves

out Revere has a success story to tell.

For into the office of R. P. Winberg, v-p and general sales manager, at Revere's headquarters in New York City, came two letters. Said one, from a Tarreytown, Md., housewife: "I remembered your advertisement (when the power went off). Into my Revere fry pan I put cooked vegetables from the refrigerator. Again, it took time. But we had warm vegetables. Thanks for your clever ad. I would never have thought of it otherwise."

Over in Pennsylvania, about the same time, a Morgantown woman faced the same problem. "I thought you might be interested to know," she wrote later, "that your ad in the April *BH&G* was a boon to me while our electric power was off during this week's snow storm. 'Cook with a candle. It is perfectly possible . . . ' That is just what I did, except that I used two candles. I made tea and heated soups. If the cold had not forced us to go elsewhere after 24 hours, I am sure I would have tried cooking more in my Revere Ware. Two friends of mine did the same thing and were delighted to know about it."

Revere's agency (St. Georges & Keyes, Inc.) says that its creative genius, Al Anthony, who dreamed up the ad, hadn't been boning up on the Farmers' Almanac when he sat down to his typewriter. But his timing was good and he turned out to be a better weather prophet than the



Just a little heat...  
**REVERE WARE**  
does the rest!

Cook with a candle! It's perfectly possible with Revere Ware. The copper heats fast and evenly. Yes, even on low, low settings. Revere Ware's surfaces are easy. Cool, comfortable handles. Strong flame-retarding covers. And a gleam that glows so easy to clean! As better cooks everywhere. Revere Copper and Brass Incorporated, Boston, New York.



For more Revere Ware, contact your dealer. Ask for the Revere Ware book.

**CANDLED EGG . . .** Revere ran this ad to sell economy. But powerless housewives took it seriously, then . . .

farmer's fountain of knowledge. The Almanac didn't call for snow.

Such ads, as you know, are prepared months before you see them in magazines. And this was the first time in some years that Revere had departed from a more conventional selling technique in its advertisements. In the past the company has sold housewives on copper-bottom pots and pans by such tried-and-true techniques as snob appeal (a chef making *Cherries Flambeau* in a Revere pan) and beauty (gleaming Revere ware as an integral, attractive part of a kitchen).

But St. Georges & Keyes felt it was time to stress some of the homelier virtues. Any housewife who has used a copper pan knows that food cooks more quickly because the copper heats uniformly. And that because it conducts heat so well, copper pans take less heat than most others.

But both agency and company admit that those letters—still coming—made them feel a kinship with that historical figure who discovered meat could be cooked rather than eaten raw! ♦



## Why This Program? What Did It Cost?

2. Fafnir put its program on wheels—in the back of a station wagon that toured the country with:

- 2½-day intensive school sessions
- a bag full of audio-visual tricks
- frank discussions of bearing failure

1. Distributors wanted to know how to offer their customers better sales service and engineering know-how. So Fafnir, largest independent ball bearings firm—sales gross \$16 million—decided to buck industry training habits, built a program which excluded:

- trips to home factory
- pep talks from high brass
- frothy technical lectures
- old-fashioned wining and dining

3. And won distributors' loyalty and thanks—for only \$20 per day per student. Some 500 distributor salesmen attended lectures in 30 cities.

## Real Training for Hard Sell Days

By **N. BRUCE BAGGER**  
*Manager of Marketing Services*  
*The Fafnir Bearing Co.*

This week, after completing 30 classroom sessions coast to coast, the first Fafnir traveling distributor school returns to its home in New Britain, Conn. During the past six months more than 500 ball bearing distributors throughout the country have received intensive sales service and engineering training in 2½-day courses offered by traveling school instructor Ray Snow.

Distributors asked for this training. Today, with ball bearings designed to meet unprecedented stresses and heats, distributors must offer increased sales service and engineering know-how required by their customers. They must keep pace with designers of equipment ranging from highly sensitive instruments to gigantic road-building apparatus and jet aircraft.

Curiously enough, the Fafnir school was born out of protest. We watched competition offering distributors the gamut of promotional devices designed to push one brand of ball bearings ahead of another. We were dubious. Competitors' "red carpet" distributor treatment included the usual trips to home factories, pep talks, frothy lectures on technical develop-

ments, and good old-fashioned wining and dining. We wanted stubbornly to do something better than that.

We polled distributors for their reactions to the techniques competition employed to win their favor. We found they were not impressed, and some even protested. From this survey of distributors we concluded the only way we could maintain their respect and friendship was to offer them the means to do their jobs better.

Fafnir's approach was to create an intensive 2½-day training school using virtually every known visual education technique. The school stresses technical sales and product training, but also gives distributors a better understanding of their markets and how to sell ball bearings to these markets.

The tightest problem was time. We had to squeeze enough information into the school to make it worthwhile; but with the attendees' time so valuable, there were limits to how much of their time we could have. And of course there was the usual budget problem.

Into the 2½-day schedule were crammed all types of beginning and

advanced information on existing types of ball bearings, mountings, handling and maintenance, application data, new products and modern merchandising techniques.

In addition to being a straight-to-the-point discussion of the problems which distributors face every day, the school has incorporated many innovations to make it more effective:

a. The school is designed as a mobile package, and travels to all parts of the country, to cut down attendees' travel time.

b. It is set up in small resort-type hotels away from major cities, to keep the men away from big-city nighttime diversions. We give them homework to do, and quiz them periodically throughout the sessions.

c. Classes are limited to approximately 20 men.

d. Sessions are a mixture of lectures, group discussions, filmstrips, movies, flannel board demonstrations and easel talks. Artwork used to illustrate the filmstrips is printed up

The Syracuse Market is... **BIG**

*Population...1,432,700*

*Buying Income...\$2,470,791,000.*

*Retail Sales...\$1,722,092,000.*

**T**HESE ARE the new dimensions of the 15-county Syracuse Market Area in which the Syracuse Newspapers are the dominant selling influence. (Figures are from Sales Management's 1958 Survey of Buying Power.)

Here is one of America's truly important markets, qualifying unquestionably for high ranking on the "A" list of every national advertiser.

***No other combination of media will reach this market as Efficiently and Economically as the Syracuse Newspapers***

**W**E INVITE your examination of an exciting new presentation which graphically portrays the remarkably efficient manner in which the circulation pattern of these newspapers matches the Central New York distribution territories of leading national advertisers and of local chains, wholesalers, jobbers and food brokers.



Phone Your Nearest Office of  
**MOLONEY, REGAN & SCHMITT**

Syracuse is  
**America's No. 1 Test Market**

**the SYRACUSE**

**NEWSPAPERS**

**HERALD-JOURNAL & HERALD-AMERICAN**  
Evening Sunday

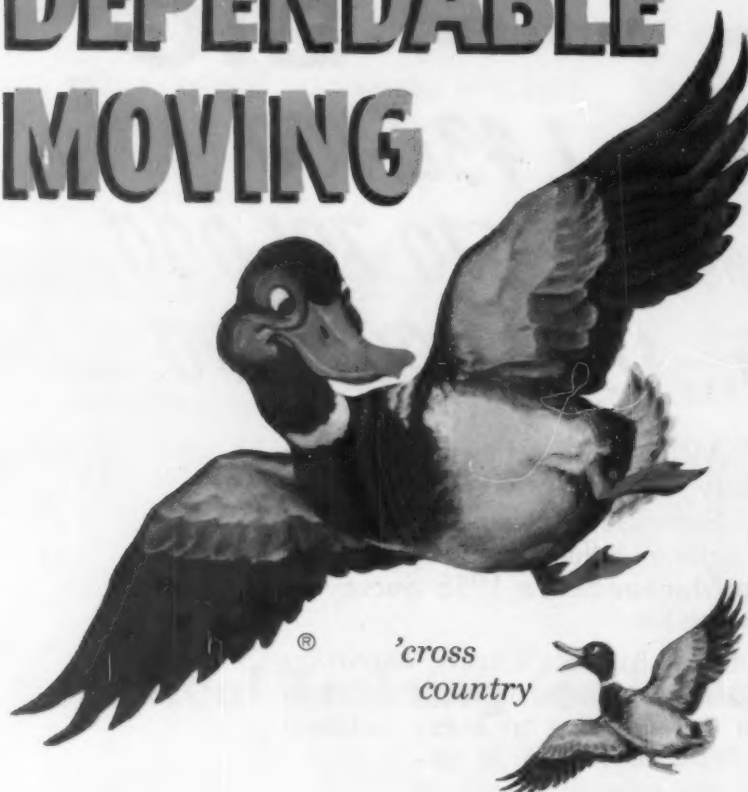
**THE POST-STANDARD**  
Morning & Sunday

CIRCULATION: Combined Daily 241,159

Sunday Herald-American 205,658

Sunday Post-Standard 109,060

# DEPENDABLE MOVING



## "Allied's sure our good friend"

It's so much easier for you . . . and *safer* for your things when you move with Allied—the No. 1 specialist in long distance moving (packing and storage, too). He'll handle all the details, from packing bric-a-brac to arranging furniture. Your goods are moved with expert care, and *right on time!*

**FREE BOOKLET**—"When Families Move" offers tips on helping the children adjust to the new home. Write Allied Van Lines, Inc., Box 527, Broadview, Illinois.



## CALL YOUR ALLIED MOVER



ALLIED VAN LINES, INC. • WORLD'S LARGEST LONG-DISTANCE MOVERS

for the attendees to take away with them.

e. Coffee breaks are held in the vicinity of strategically-placed cut-away ball bearing samples, stimulating much informal give-and-take conversation.

f. The instructor has a master switchboard which permits him to raise and lower room lights, turn on and operate slide projector and movie, and spotlight the flannel board and easel portions in a completely uninterrupted flow of activity. He doesn't even have to leave the front of the lecture room.

g. Attendees are provided with complete equipment for taking notes and preserving them in orderly form. They receive booklets recapping essential selling techniques. About the only attempts to "propagandize" the students takes the form of Fafnir-imprinted pencils and notebooks.

h. Upon completion of the sessions, the attendees receive diplomas and a graduation gift of a specially-designed tie clasp that is noted for its lack of commercialism. Probably the most unusual innovation of the school is our willingness to devote a session to ball bearing failures, a topic avoided by almost all other manufacturers. This particularly impresses distributor salesmen, since so much of their activity is replacement business.

Ray Page, Fafnir's manager of distributor sales, said this in a recent talk explaining the company's policy: "It is important to be able to diagnose the causes of bearing failures. They can then recommend the correct replacement bearings which are better adapted to specific applications."

The school is on the road almost constantly. Therefore, the instructor has his hands full getting from place to place. The entire school, with its props and other equipment is transported in a 1958 stationwagon. All of the local details are handled by the area's sales manager.

Working under instructions supplied by the home office, the Fafnir area sales manager does the following things:

a. Selects the attendees from distributor companies in his district.

b. Selects the place to set up the school—as mentioned before, usually small hotels in resort areas or small towns just outside the big city limits.

c. Arranges for meals and rooms.

SALES MANAGEMENT



An average cost of \$20 per attendee per day is allotted.

d. Arranges for a meeting room from a sketch of the desired facilities which is provided by home office. He sees that everything is in order for quick setting up of the school. He also checks such details as air conditioning and hotel housekeeping arrangements.

e. Arranges for local publicity with press kits prepared by the home office, and arranges for souvenir photos of the students.

In addition to using the school to get across the technical and marketing information that distributor salesmen need most, Fafnir gets many other important uses from the school:

a. We seek advice. Attendees are asked to analyze the school, its purpose, techniques and results. Helpful hints are picked up which boost the school's effectiveness.

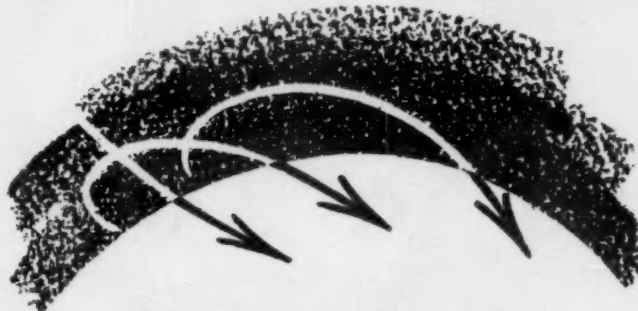
b. We survey the attendees for their analysis of the company's products, policies and general performance. This is an important opportunity to get the opinions of the men on the front line of selling. They meet and understand the customer best. The results of these surveys alone have justified the cost of the school, in many of our executives' opinions.

c. We use the school to train personnel in our own company. When not on the road, the school is used to train sales personnel who deal with both our distributors and OEM customers.

d. Many elements within the school were designed for other possible uses. The movie, for example, was edited to run 27½ minutes, the time most TV stations use for half-hour programs. Other parts are suitable for engineering students, community gatherings, stockholder meetings, employee indoctrination and visitors.

Now, after thirty classroom sessions and six months of performance, the value of this simple approach has been proved. Repeated requests for more of the traveling school indicate that distributors everywhere will have an opportunity to see instructor Ray Snow and his mobile bag of tricks.

The traveling school will undoubtedly become a permanent adjunct to our over-all marketing program to ball bearing distributors. More than a public relations gesture, it has proved to be a vital and forceful sales tool for us. ♦



## TROY HAS NEW DATA

Sales Management, Inc., has just issued a special analysis of the Troy, N. Y., ABC City Zone market.

The new report shows gains in 17 of the 18 sales factors, including effective buying income, income per family and the per capita and retail sales. The report reflects the stable Troy market which shows a gratifying growth.

If you're an advertiser or an advertising agency representative, write for your copy of the projected 1958 sales figures for the six communities in the Troy City Zone. Also, available, the new "Basic Facts" about the Troy Market.

THE TROY RECORD  
THE TIMES RECORD  
TROY, N.Y.





# "Research for Space"

1958's big AVIATION WEEK editorial theme

June 16th marks the publication date of AVIATION WEEK's "Research for Space", 1958's most ambitious and dramatic editorial effort. Major areas of editorial attention: missiles, satellites, spacecraft, space probes, Dyna-Soar, avionics, exotic fuels and hypersonic aircraft, are presently engaging the attention of the world and exciting the imagination of scientific and military minds everywhere. The soaring national defense expenditures earmarked for national defense effort in these fields and general aviation procurement, amounting to some \$10 billion scheduled to be expended in the second half of 1958, i. e. (January-June 1958) spotlight the timeliness of this issue.

Last year's "Research and Development" issue generated over 18,000 top-quality inquiries. This year's "Research for Space" edition will exceed this number substantially. Regular AVIATION WEEK contract rates will apply. Positions will be accorded on the basis of the date insertion orders are received. Now is the time to schedule your advertising message in 1958's most dramatic and useful edition, "Research for Space".

World-wide distribution of over 70,000\* net paid subscribers plus several thousand extra copies for copy sales to scientific, military, industry and government personnel, provides industry advertisers with an unmatched audience for the sale of their services, materials and products.

\*Net Paid ABC December 1957: 67,008.



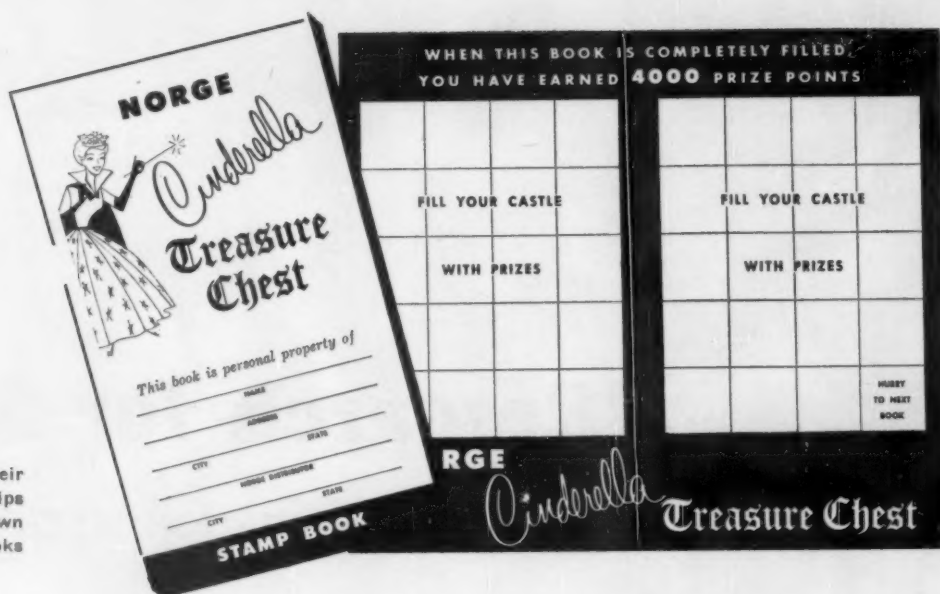
**Aviation Week**  
Including Space Technology

A MCGRAW-HILL PUBLICATION,  
330 WEST 42nd STREET, NEW YORK 36, N. Y.





Even retailers and their men who don't win trips abroad can fill their own "castles" in stamp books



## Stamps Stimulate Sellers, Too: 9,000 Retailers Lick for Norge

"Cinderella" promotions on major appliances—offering prizes from "Castle in Spain" trips to personal items—strive to spark 15,000 retail salesmen. Norge reaches them by mail at home, and gets their wives and kids wanting.

By LAWRENCE M. HUGHES

With new magnets to draw people to stores, and new lures for retailers and their salesmen to get them to say Norge, the Norge Division, Chicago, of Borg-Warner Corp., has started to *stamp* out a double-barrelled recession.

Prospects are pulled in by "Cinderella" promotions, with gifts for all comers, and the retail people fill stamp as well as order books. The stamp books bring prizes ranging from 14-day trips to Europe to 600 different home and personal products.

Many months before the current general economic apathy, makers of major appliances ran into a large lack of consumer demand. Norge was riding high until then. Under president Judson S. Sayre (SM, April 15, 1956) this "awakened giant" had tripled sales in two years. But for calendar 1956 Norge did *not* reach its \$150 million sales target. The

current annual rate in fact is now less than \$100 million. Even so it is twice the \$46 million volume Jud Sayre found when he took his present post on May 1, 1954.

In these leaner times Norge is still profitable—and still prolific with sales-stimulating ideas and with plans for making them stick. A smaller advertising budget, says Gordon C. Hurt, national merchandising manager, in fact has forced Norge "to make ideas do more of the work: Ideas will shake both the lead and the silver out of consumers' pants."

In the Cinderella program Norge's 87 distributors were asked to enroll all their dealers and dealer salesmen and to enlist new dealers. Distributors also were asked to get the names and home addresses of everyone selling appliances in these stores.

Norge first told distributors about the "Cinderella Treasure Chest"

series last December. Distributor announcement and enrollment meetings for dealers started in January and extended into March. The 1958 refrigerator line, headed by Swing 'n Serve (Swing-out Shelf) models, is the primary magnet. Store promotions would gain momentum with the start of the warm-weather season.

But by early March, 1,200 local "Cinderellathon" promotions already had been run. By early April two Salt Lake City dealers and their wives were heading for Honolulu as the first trip takers. Some 8,000 dealers and salesmen had been signed, and prize catalogs had gone home to 15,000 Mrs. Dealers and Mrs. Salesmen. And from Connecticut to California dealers were telling Norge some sales tales about Cinderella.

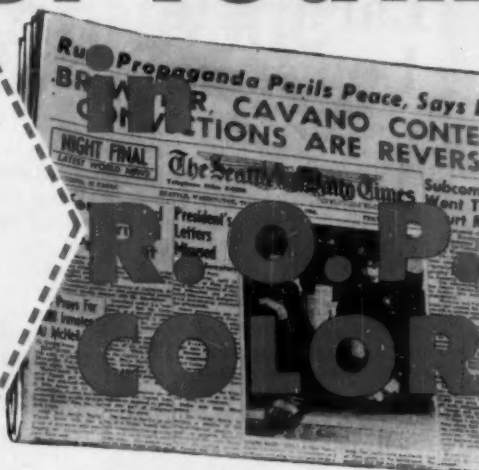
The problems are to bring people in; to sell them, and to see that they are sold Norge.

In its search for answers Norge came up with two "firsts": (1) the first use of trading stamps for dealers in consumer durables, and (2) the first effort by an appliance maker to identify, reach and convince 15,000 retail salesman. Direct-mail follow-ups to homes urge "the entire family to get behind the program." Wives should tell their husbands to "sell more Norge refrigerators."

The 40 stamps that fill each book

# On the First Team

**MEDIA RECORDS** tells the story of *The Seattle Times*' leadership in R.O.P. Color. Advertisers know that *The Seattle Times* is the preferred newspaper...the advertising medium that puts *hard sell* into your sales message in the all-important Seattle market.



## 1957 COLOR R.O.P. ADVERTISING

(FIRST 50 as reported by Media Records)

NEWSPAPER	TOTAL R. O. P. LINAGE
1. Milwaukee Journal . . . . .	2,643,440
2. Los Angeles Times . . . . .	1,744,263
3. Atlanta Journal & Constitution . . . . .	1,678,162
4. Nashville Tennessean . . . . .	1,532,679
5. Birmingham News . . . . .	1,454,520
6. Miami Herald . . . . .	1,441,425
7. Long Beach Independent-Press Telegram . . . . .	1,378,392
8. St. Louis Post-Dispatch . . . . .	1,314,674
9. Salt Lake City Tribune . . . . .	1,295,074
10. Long Beach Independent . . . . .	1,261,189
11. New Orleans Times-Picayune & States . . . . .	1,219,434
12. Houston Chronicle . . . . .	1,204,103
13. St. Louis Globe-Democrat . . . . .	1,183,716
14. Chicago Tribune . . . . .	1,138,538
<b>15. SEATTLE TIMES . . . . .</b>	<b>1,136,985</b>

NEWSPAPER	TOTAL R. O. P. LINAGE
16. Cincinnati Enquirer . . . . .	1,129,608
17. San Jose News & Mercury News . . . . .	1,086,807
18. Cincinnati Post . . . . .	1,084,682
19. Columbus Dispatch . . . . .	1,060,430
20. Fort Worth Star-Telegram . . . . .	1,049,481
21. Dallas News . . . . .	1,046,402
22. St. Paul Pioneer Press & Dispatch . . . . .	1,045,877
23. Toledo Blade . . . . .	1,025,882
24. Dallas Times-Herald . . . . .	1,017,293
25. San Diego Union . . . . .	991,250
26. Atlanta Constitution . . . . .	990,163
27. Salt Lake City Deseret News Telegram . . . . .	988,707

NEWSPAPER	TOTAL R. O. P. LINAGE
28. Minneapolis Star & Tribune . . . . .	983,369
29. St. Petersburg Times . . . . .	959,536
30. San Diego Tribune . . . . .	936,117
31. Omaha World Herald . . . . .	930,137
32. Houston Post . . . . .	909,818
33. Denver Post . . . . .	900,915
34. Akron Beacon Journal . . . . .	887,109
35. Miami News . . . . .	886,129
36. Cleveland Press . . . . .	885,453
37. Los Angeles Examiner . . . . .	880,299
38. Nashville Banner . . . . .	875,055
39. Washington Post & Times-Herald . . . . .	866,723

NEWSPAPER	TOTAL R. O. P. LINAGE
40. Fresno Bee . . . . .	862,447
41. Pasadena Independent Star News . . . . .	856,755
42. Cincinnati Times-Star . . . . .	855,609
43. Des Moines Tribune Register . . . . .	831,036
44. Sacramento Bee . . . . .	825,818
45. San Jose Mercury . . . . .	825,096
46. Indianapolis Star . . . . .	823,776
47. Spokane Spokesman-Review . . . . .	808,563
48. Evansville Press & Courier Press . . . . .	808,550
49. Portland Oregonian . . . . .	805,400
50. Dayton News . . . . .	804,756



## The Seattle Times

Member of Consolidated Consumer Analysis Group  
**SEATTLE'S ACCEPTED NEWSPAPER**  
 REPRESENTED BY O'MARA & ORMSBEE, INC.  
 New York • Detroit • Chicago • Los Angeles • San Francisco  
 Member Metro Sunday Comics and Metro Rotogravure Groups

# LaFayette Louisiana Now Potential Metro. Area

Here are the facts as reported in May 10, 1958 Survey of Buying Power for the new LaFayette, Louisiana parish area.

**Retail Sales \$85,506,000**  
**per household \$4622**

(Note) This is \$1,121 more per household than state average and \$647 more than U.S. average per household.

<b>Food Sales</b>
<b>\$14,507,000</b>
<b>Eat &amp; Drink Places</b>
<b>\$5,842,000</b>
<b>General Merchandise</b>
<b>\$11,831,000</b>
<b>Apparel</b>
<b>\$5,140,000</b>
<b>Furniture &amp; Household</b>
<b>Appliances</b>
<b>\$7,211,000</b>
<b>Automotive</b>
<b>\$19,025,000</b>
<b>Gas Station</b>
<b>\$6,623,000</b>
<b>Lumber, Building &amp;</b>
<b>Hardware</b>
<b>\$7,254,000</b>
<b>Drugs</b>
<b>\$2,351,000</b>

Effective Buying Income for 1957 was \$87,397,000 for LaFayette parish. Now in 1958 it's still going up.

*There is recession proof sales potential in LaFayette parish covered only by the*

## Advertiser LaFayette, La.

National Representative:  
Burke, Kuipers & Mahoney, Inc.

equal the sales of three to seven refrigerators, depending on model. Ninety books win the European trip for two (including four days at a Castle in Spain). Fifty to 14 books take a couple to Hawaii, Bermuda, Mexico, Nassau, Las Vegas or Miami Beach.

One completed stamp book also is worth 4,000 points. That's enough to give dealer or salesman nearly four Royal Holland pewter pitchers, nearly two Premier salad bowl sets, half a set of International stainless steel flatware, one Dominion square automatic fry-skillet, one-third of a Lewyt all-metal canister vacuum cleaner.

Five books buy a Royal portable typewriter or Jacobsen 18-inch power lawnmower. But for just one, Mrs. Salesman can get six pairs of Quaker hosiery.

Trips may be converted into merchandise prizes. Dealers may use the stamps themselves or award them to salesmen, who take them home and paste them in their own books. Only full books are redeemable.

Each distributor appoints a campaign manager. He distributes stamps to dealers, controls stamps received against purchases, and supervises dealer promotions. Qualification forms for both dealers and salesmen list 10 questions about the new Swing 'n Serve refrigerator. Answers are attached to enrollment forms, which dealers fill out in duplicate with both their own and their salesmen's names and addresses. These are forwarded by distributors to E. F. MacDonald Co., Dayton, which handles "fulfillment" of trip and merchandise prizes.

### Costs Are Shared

Cost of the program is \$3 to \$8 per refrigerator sold. Of this Norge pays two-thirds and distributor one-third. Norge itself pays all costs of Treasure Chest gift books (catalogs), stamp books and stamps; promotion material, and transportation and sales taxes on all prizes.

Dealer promotions thus far have been on "Cinderella Slipper" in February; "Cinderella Sales Ball" in March, and "Magic Castle" in May.

In the first of these, dealers distributed to prospects a punch-out cardboard "slipper." Women whose slipper matched that on a dealer's master card won sizable prizes. But the competition also offered every corner free prizes or merchandise certificates. Five thousand dealers received promotion kits, each with 1,000 mailers. Thus potential slipper distribution was five million. Display material was built on "Fairy God-

mother" and "Prince Charming" motifs. (Even married women go for such things.) And the "stroke of midnight" factor in the fairy story encouraged many dealers to stay up selling late.

Results reports from distributors to Norge are scattered or scanty. Cinderella and stamps have not yet ended, for Norge, the dual recession. But:

From distribution of 200 slipper punch-outs, an Oklahoma City dealer sold two refrigerators, two TV sets (a line Norge does not make), and one built-in kitchen.

In Johnson City, Tenn., 300 of 1,000 slippers distributed were brought in. During the promotion one dealer sold one refrigerator, three ranges, and an automatic washer, and expected to sell within a month "at least 15 pieces."

The punch-out slippers were on flat, cardboard "pumpkins." Fantasy Furniture in Ventura, Cal., distributed 7,000 pumpkins; supported this with two full-page newspaper ads and radio spot announcements, and says: "For the first time since we were in business we were cleaned out of appliances. We ordered 30 pieces from Norge and the second day we were cleaned out completely." Norge slippers also attracted "\$20,000 worth of furniture business!"

The New Haven distributor ties in Cinderella with the Boston Tea Party, organizes a "Big STAMP-ede," but doesn't yet tell what happened to the British because of his "Stamp Act."

Brand Appliance Co., Dearborn, Mich.—which until then was not carrying Norge—sold 12 major appliances in a week from distribution of 250 Cinderellathon pumpkins.

General Department Stores in Montgomery, W. Va., mailed 1,000 pumpkins to prospects who were not normal customers, and 400 returned. No report, however, on actual sales.

But, Norge is pleased enough with the application of stamps to Cinderella or vice versa to extend the program beyond its original ending date of May 31, and to put it to work for other of its lines.

The main thing for all manufacturers, of course, is to create products that will arouse in prospects an altogether uncontrollable yen.

In Jud Sayre's four years Norge has tripped engineering and new-product development investments. Two brand new Norge creations are now being introduced.

"Price alone," says Sayre, "won't make people buy. We've got to come up with product features to sweep them off their feet."

To charm them. ♦





## ECONOMIC BRIGHT SPOT

The assets of agriculture now stand at an all-time high, 188.3 billion dollars, **up 11 billion dollars over 1957.**

Farm cash income for the first quarter of 1958 is 5% **higher** than a year ago.

NO RECESSION HERE!			
	1955	1956	1957
Cash Income per Farm Household	\$6,505	\$6,660	\$7,155
Total Assets of Agriculture (\$ billions)	\$163.1	\$168.2	\$177.1

Farm families, with more wants, more needs and more money, buy quality and in quantity. But, they must be told to be sold.

Farm magazines are by far the most effective means of telling and selling farm families.

Most of the best farm families depend on FARM JOURNAL. The same is true of advertisers. MAY WE HELP YOU?

# FARM JOURNAL

Philadelphia 5, Pa.

One of the nation's truly great service magazines

Read by most of the best farm families

Graham Patterson, Publisher

Richard J. Babcock, President

*Scovill  
Manufacturing  
Company,  
Oakville Company Division  
to M & L Plastics:*

**"The way our  
Clinton Pins  
are selling  
in your  
two-tone  
plastic boxes  
is beyond  
our greatest  
expectations."**

The two-tone molded plastic Pin-Pak successfully selling Clinton pins is displayed by Mr. R. C. Chapman, Sales Manager, Oakville Company Division, Scovill Manufacturing Company.



Scovill, the nation's leading manufacturer of straight pins, wanted to increase sales. But how do you promote a pin? The Scovill marketing team decided to give it a look of extra value—make it “more for the money.” They would “supermerchandise” Clinton brand pins by making their pins come to life in a triple-duty package—eye-catching display, protective package, and a safe storage box for the home.

Scovill told their idea to M & L Plastics and got the answer: a two-tone plastic box...with opaque plastic body in mint green, maize yellow, blue, or pink to match any sewing room color scheme...with hinged lid, crystal clear and all-revealing...with flat top and bottom for easy stacking on counters.

Result: Scovill's Clinton Pin-Pak has made straight pins a tremendous impulse seller. And the more pins that Pin-Paks sell, the more valuable counter space the retailer gives them.

What package will do the most powerful selling job for your product? At the least cost? The plastic package molder can offer valuable assistance in answering these questions. His analysis of sales and cost requirements are based on long experience in marketing. His package design services are both practical and imaginative. His productive facilities can supply molded packages by the hundreds or millions, in the most effective size, shape, or strength, and at the right price.

Talk over your packaging plans with a molder. Marketers in many fields have—with gratifying results...and profit.



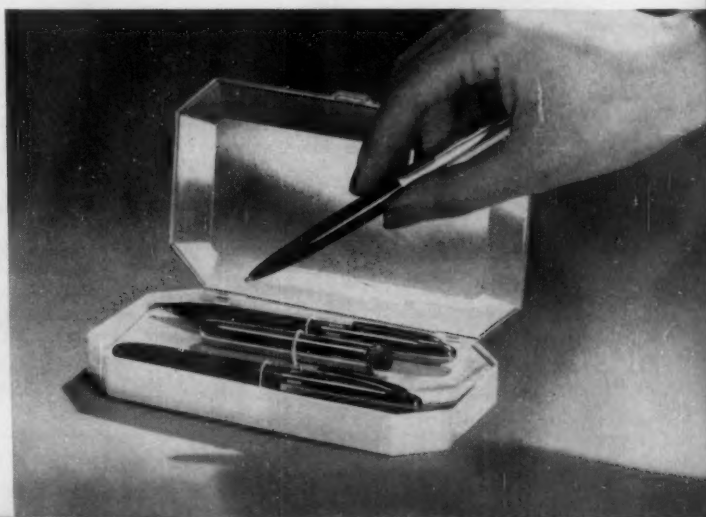
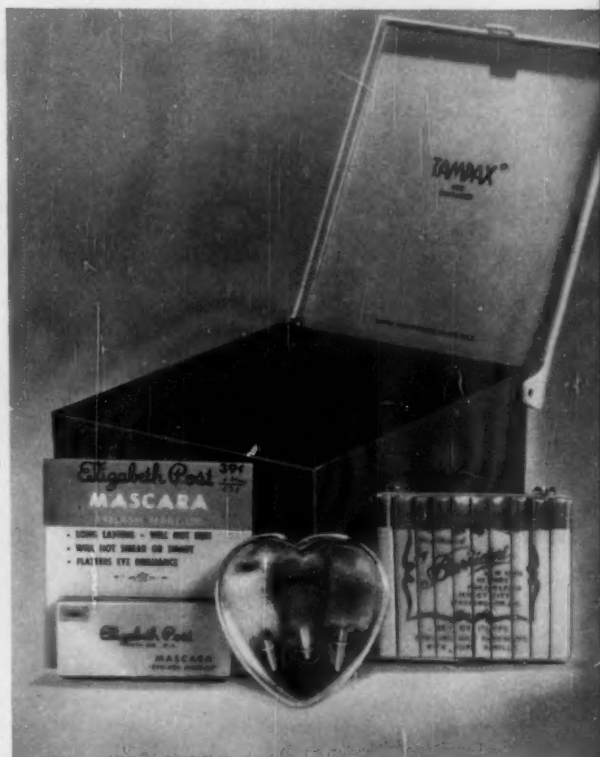
\*LUSTREX: REG. U.S. PAT. OFF.

*Monsanto supplies a large variety of Lustrex® styrene molding compounds to America's leading molders of plastics packaging.*

America's leading molders of plastics packages offer manufacturers a complete service, thorough investigation of marketing conditions of the specific product, package evaluation and design, high volume production and precision workmanship.

M & L Plastics provides customer-tailored operations such as printing (by hot stamp methods) and labeling.

Convenience, reuse, visual promotion are but a few of the functions served by packages created by M & L Plastics, Easthampton, Massachusetts. The plastics package molder supplies a wide variety of creative selling packages to many leading marketers of paper products, hardware, cosmetics, etc.







## How Valuable Is Ad Enthusiasm?

It is no secret that this summer you will place yourself under even greater pressure to squeeze every bit of merchandising effect out of your advertising.

"The main value of advertising is in the merchandising of it!"

So declared an executive with 30 years background in advertising in a luncheon table conversation last month with Philip Salisbury, editor and publisher of *SALES MANAGEMENT*.

Whether or not you agree completely with that statement, it is obvious, as shown so clearly in the above statements, that the full value of advertising can not be measured by the effect on consumers alone (either corporate or individual).

If your salesmen and distributors are really *enthusiastic* about an advertising campaign, they will get bigger orders and more of them than if they feel "blah."

So *SALES MANAGEMENT* has just asked your fellow sales chiefs who are members of its Sales Leadership Panel several questions about merchandising their advertising now.

### Merchandising not All

In late April, Panelists agreed that merchandising of an advertising campaign is tremendously important, although only a scattered few agree whole hog with the flat statement that "the main value of advertising is in the merchandising of it."

But when it came to putting a specific dollar evaluation on effectively merchandised campaigns, there was considerably hesitancy, and the hesitancy is a perfect illustration of the power of negative suggestion.

Back in 1951 *SALES MANAGEMENT* asked branch managers to evaluate the effect of enthusiasm. We phrased the question this way:

"For every \$100 spent for adver-

tising to your particular type of consumer, how many can a company reasonably expect to get back *indirectly* if your salesmen and their consumers are really enthusiastic and do a good job of merchandising?"

"We gave branch managers a half dozen percentage brackets, and over 70% of the respondents made a positive answer. The breakdown of 200 answers was presented in the *SALES MANAGEMENT* article, "How to Buy Advertising for 47¢ on the Dollar."

Last month the same question was put to home office sales executives; everything was the same except for one little thing—which turned out to be a BIG thing. We added another spot to check and called it "couldn't even guess."

And what do you think happened? . . . 83% took the easy way out and checked that bracket! Sorry, readers, we had to be reminded the hard way: *Never make it easy for the prospect to say no!*

The 17% who answered the question this time confirm what the branch managers told us—that if salesmen and their customers are really enthusiastic and do a good job of merchandising, the real cost of advertising can be cut in half—but because only 17% of the respondents answered the question, we omit details.

Some Panelists take their field people into confidence—but almost two-thirds do not. We asked Panelists:

"Do you supply branch officers and/or individual salesmen with a statement of facts as to the number of advertising dollars being spent in their particular territory?" Yes 41%. No 59%.

Then we asked Panelists:

"Do you give branch officers and/or individual salesmen a breakdown of the circulation of each important medium on your list for the counties, cities or market areas in the salesmen's territory?" Yes 58%. No 42%.

Product sales executives, who make up the *SALES MANAGEMENT* Sales Leadership Panel, volunteered information in this survey that should shock some media sales executives and their salesmen.

We asked Panelists:

"Do you make any attempt to learn from the field the relative success the men have in merchandising the advertising appearing in one medium as against another?"

Yes, said 54%.

No, replied 46%.

Why don't product advertisers try to find out which media get their salesmen most excited? Why don't the media care, too?

### Are Field Men Consulted?

"At conventions," we asked Panelists, "or at other times where you describe and discuss coming-up advertising plans with field men do you (check one or more)?" Their answers:

56% merely tell field men what headquarters is going to do.

44% solicit field men's advice on markets they desire.

40% solicit field men's advice as to types of media.

30% solicit field men's advice on specific media they desire.

Next we asked Panelists:

"If you use point-of-purchase material, do you change it with each new media campaign?"

62% report P-o-P material is tied in with every important advertising campaign.

38% say that P-o-P material is generally independent of any media campaign.

It appears the door is open to media sales executives and to their salesmen to make an important sale to product sales executives on the Sales Leadership Panel—but so far the opportunity appears to have been muffed by twice as many media peo-

## Advertising That Excites Your Salesmen

Here is what SALES MANAGEMENT'S Sales Leadership Panelists said in a just-completed survey about the importance of merchandising their advertising, or how to merchandise advertising so as to gain and maintain the enthusiasm of their salesmen:

### Consumer Goods

"Keeping our sales force and our distribution constantly aware of and enthusiastic about our advertising programs and related promotional activities is a great challenge. We are too prone to take for granted their knowledge and support. Next to creation of the programs themselves, merchandising them—continuously—is our most important job."

John F. Spaulding, Vice-President  
The Black & Decker Mfg. Co., Towson, Md.

### Industrial Goods

"If the agency is capable of doing it, we've seen from company experience enthusiasm generated in a field force for an ad campaign that flabbergasted all of us who had never seen it done before . . . I think the fact that our advertising allotment consistently runs higher than the national average of 3% proves our faith and enthusiasm for merchandising and advertising."

Fred E. Schuchman, Jr., G.S.M.  
Homestead Valve Mfg. Co., Coraopolis, Pa.

### Consumer Goods

"I personally believe that to get maximum merchandising of the advertising it has to have 'life' and look like fun rather than a compilation of boring statistics. The merchandising must support understandable field sales objectives."

J. K. Hubbard, Director of Marketing  
Feed & Soy Div., Pillsbury Mills, Inc., Clinton, Ia.

### Industrial Goods

"We try to stress our products for which there is a current demand—and tell the field men what we are doing."

Elton E. Staples, Vice-President  
Hevi Duty Electric Co., Milwaukee, Wis.

### Consumer Goods

"Most important in our operation is to merchandise our advertising. This must be done by salesmen; hence imperative that they be sold on our advertising."

Lee S. Bickmore, Vice-President  
National Biscuit Co., New York, N. Y.

### Industrial Goods

"Needed: more new ideas from publishers on how to merchandise their ads."

G. P. Robers, G.S.M.  
Distribution Div., The Weatherhead Co., Ft. Wayne, Ind.

### Consumer Goods

"Prove to field people and distribution that agency is the advertising expert—not each salesman or distributor who always think they are the experts."

H. N. McMenimen, Jr., S.M.  
Air Conditioning Div., General Electric Co.  
Bloomfield, N. J.

### Consumer Goods

"Advertising, if not followed up by merchandising to produce additional SALES, is worthless. We are not interested in seeing our name in print or hearing our name over the air. We are interested solely in one thing—WHAT WILL IT DO FOR OUR SALES!"

George W. Huggins, Manager  
Food Sales Div., Lindsey-Robinson & Co., Roanoke, Va.

ple as have seized the opportunity.

We asked Panelists:

"Would you permit a representative of a medium on your list to make a presentation at a sales meeting?"

Not surprisingly the answer was: Yes 64%. No 36%.

So we asked the next obvious question:

"Within the past year have any media representatives done this?"

Panelists reported: Yes 31%. No 69%.

But both product and media sales heads agree that the product sales

chief now holds a particularly close rein on sales-ad spending.

If you are a media sales chief, how long has it been since you asked the sales heads of your advertisers to give you or your salesmen an opportunity to address sales meetings?

Slightly more than 50% of the Panelists have not had a single space representative at their sales meetings from newspapers, magazines, television, radio, outdoor or any other medium.

"Do you have any opinion on what type of media does the best job of

selling you," Panelists were asked last month, "on the importance of the field in which they operate?"

Magazines are doing the best job, say 41 Panelists.

Business magazines are best, say 30 Panelists.

Newspapers, say another 15 members of the Panel.

Television, declare 11 Panelists.

Radio, contend 8 Panelists.

Direct mail, say 4 members.

Outdoor, say two Panelists.

### Field Testing Ads

Do Panelists field test a proposed advertising campaign before they place the final "O.K." on it? Yes, report 33%. No, say 67%.

L. C. McKesson, vice-president, Ansul Chemical Co., Marinette, Wis., says "one of our regional managers is a member of the advertising committee and represents the field sales force." So Ansul does not field test its proposed advertising.

A. Dewey Williams, sales manager, Great Dane Trailers, Savannah, Ga., field tests "reaction of salesmen only for two reasons: they must merchandise it; we have found them to be accurate in predicting customer acceptance."

Sometimes W. C. Neumann, general sales manager, Union Steel Products Co., Albion, Mich., field tests advertising because "we feel that salesmen are the best, most authentic source for this type of information."

Waterman Pen Company's vice-president, George C. Holt, Seymour, Conn., contends "it is very important to obtain the cooperation of the retailer and his reaction to an advertising campaign is the first factor to consider. Over 50% of the value of your advertising is the effect on the retailer."

Product sales chiefs on the SALES MANAGEMENT Sales Leadership Panel have volunteered another fact that may shock media sales chiefs.

"Suppose you believe a medium is a good buy," we asked Panelists, "for reaching your kind of consumers, but you can't get your salesmen and the trade excited about it, would you:

"Go ahead and use it anyway?" 55% of Panelists said they would.

"Use it, but on a reduced schedule?" 32% of Panelists said they would do this.

"Cut it out completely?" That's what 13% of Panelists would do.

So 55% would go ahead regardless of the failure of a medium to excite their field people.

But 45% would reduce the schedule or cut out the medium completely! ♦



## THE *Hollywood Beach* salutes

**HENRY M. HAASE**  
PRESIDENT, YORK DIVISION

Borg-Warner Corporation



HOTEL/GOLF CLUB  
HOLLYWOOD/FLORIDA

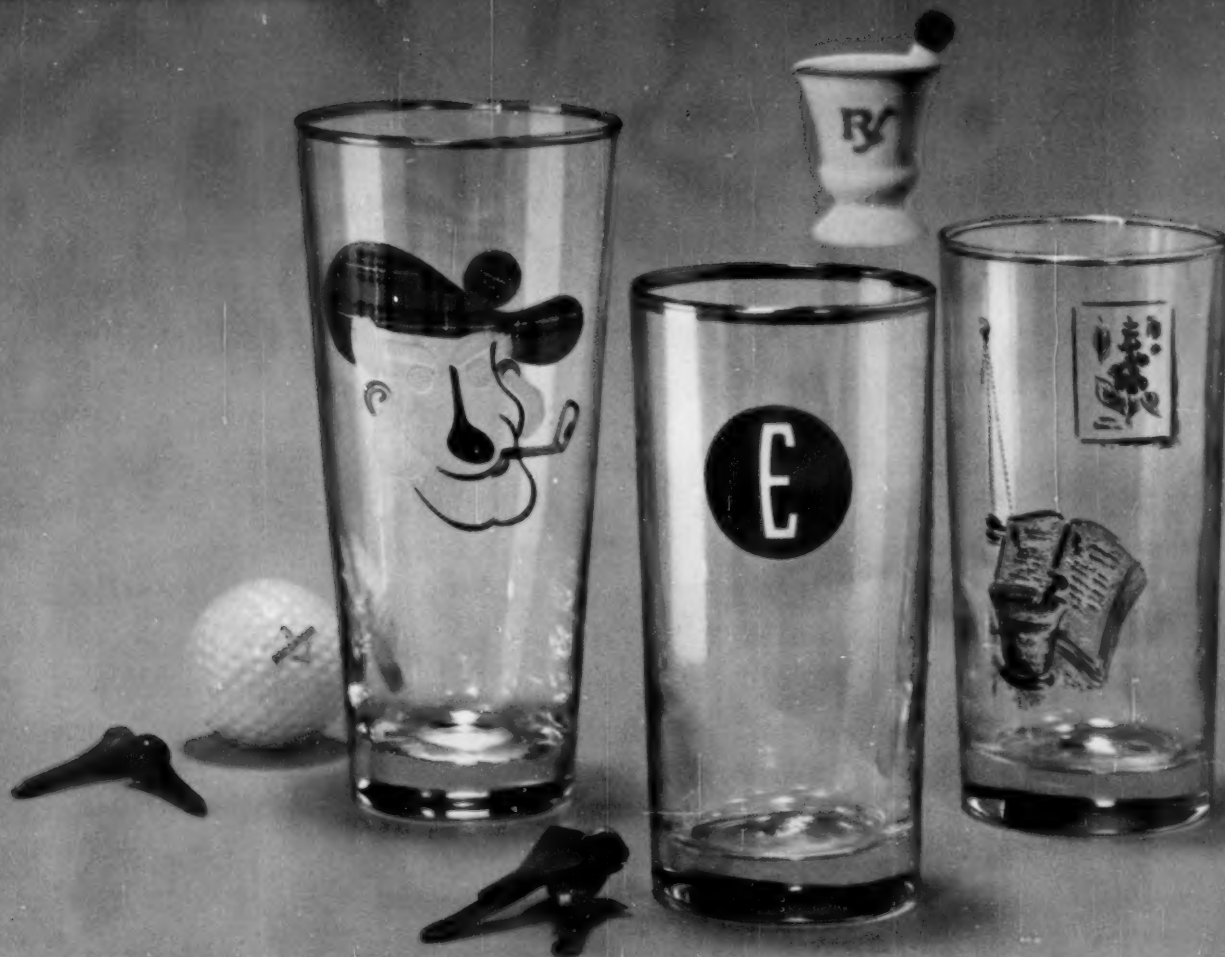
New York Office: MU 8-6667  
Chicago Office: SU 7-1563

Mr. Henry M. Haase is well known in business and industrial circles for his contributions to management and engineering. As a Vice-President in charge of Engineering for the Borg-Warner Corporation, he organized an ultra-modern Research Center from which we may expect many new products to make our lives better, both today and tomorrow. As President of the York Division, an appointment received last year, he has been responsible for new, streamlined production methods plus a planned development program which has already resulted in many new advanced York product lines.

In 1957, the York Division of the Borg-Warner Corporation held its annual Distributor Convention at the HOLLYWOOD BEACH HOTEL.

**BEN TOBIN, Pres. • JOHN W. TYLER, Vice Pres.**





#### MacGregor

used boxed sets of this specially decorated glass with their Scotsman motif in a package combined with one dozen golf balls... trade-mark identification plus reuse value.

#### Edsel

dealers used sets of this glass decorated with their big E... good-will building gifts.

#### Tums

offered sets of these glasses to retail druggists with combination merchandise assortment deal. A pharmaceutical theme tying in the profession of the buyer... a dealer gift.

# Sales Stimulators...

**Glassware sets decorated just for you by Libbey**

Glassware is always appreciated, and when specially decorated with a colorful design created only for you, Libbey glasses are more than gifts... they are lasting reminders of your name and service.

Nationally advertised Libbey Glassware is ideal for souvenirs,

commemorative gifts, awards, and premiums... perfect for special combination packages, too.

Business-boosting Libbey glasses can be produced in surprisingly low minimum quantities... in many sizes or shapes... for hundreds of uses.

**May we design for you?**

SEND THE COUPON NOW FOR FURTHER INFORMATION ►

Premium Department, Libbey Glass  
Division of Owens-Illinois, Toledo 1, Ohio

Please send me information about SPECIALLY DECORATED

Libbey Glassware. I am particularly interested in

☐ Business Gifts

☐ Special combination packaging

☐ Special events  
or Souvenirs

☐ Complete Premium promotion  
plan

☐ Other

Company \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_

Name \_\_\_\_\_ Title \_\_\_\_\_

SM-5

LIBBEY SAFEDGE GLASSWARE  
AN **①** PRODUCT

**OWENS-ILLINOIS**  
GENERAL OFFICES • TOLEDO 1, OHIO

# How to make your budget buy more 16mm SOUND PROJECTORS

Whether you need a single projector or a "fleet" of more than 100, here is the machine that can make your budget go further: the NEW Kodak Pageant Sound Projector, Model AV-085.

You pay only \$439\* to get famous Pageant performance: sparkling, bright pictures filled with detail, because the Super-40 Shutter gives 40% more light than ordinary shutters at sound speed; easy setups, because reel arms fold into place, without turning a screw; lifetime lubrication, so you need never worry about interrupted schedules.

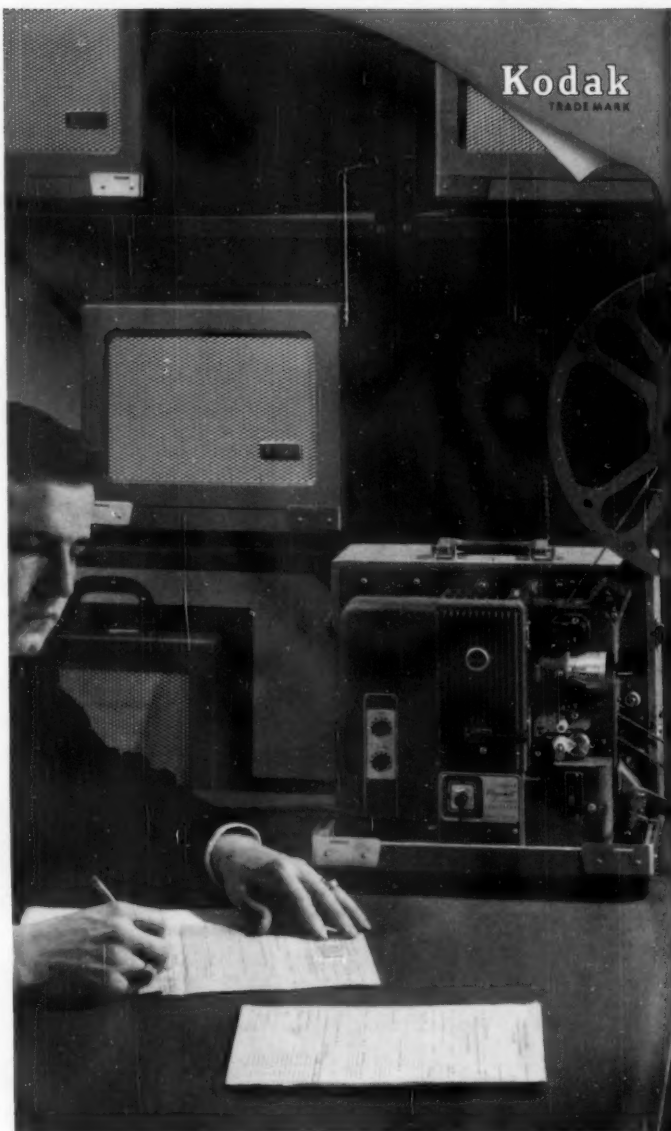
PLUS these 4 new features:

(1) Eleven-inch speaker in baffle case for full, natural sound. (2) Printed circuits in the new 8-watt amplifier for durability and reliable service. (3) Three-wire power cord to meet all electrical codes. (4) New tungsten carbide pulldown tooth for long, dependable performance.

Let a Kodak Audio-Visual Dealer put the new AV-085 through its paces. Or write for complete details. Either way you're off to a good start toward making your budget buy more.

\*List price subject to change without notice.

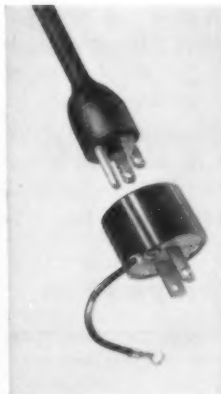
**EASTMAN KODAK COMPANY**  
**Dept. 8-V, Rochester 4, N. Y.**



With the new Pageant AV-085 you get top performance for just \$439\*. This new design incorporates important Pageant features at a price that makes your budget go further.



11-inch oval speaker mounted in baffled enclosure gives full, natural sound. It's matched to the new 8-watt amplifier.



3-wire cord, with 2-wire adapter, meets all electrical codes.



No more worries about lubrication because a Pageant is lubricated for life, always ready to go with the show.



REVIEWING SOME OF THE VISUALS used for training Remington Rand servicemen in techniques of good cus-

tommer relations are author Jack Shayne (extreme right) and colleagues on Service Department management staff.

## Mr. Ambassador

Remington Rand cheers the results of a school in which servicemen are trained in skillful customer relations. When machines go wrong and users fume at the cost and inconvenience, trouble-shooters can make or break future sales.

**By JACK SHAYNE**

*Promotion and Advertising Supervisor  
Agencies and Mechanical Services  
Remington Rand Div., Sperry Rand Corp.*

From desks to dynamos . . . whenever a machine or operating device is sold, "Factory Service" is part of the sale.

This means that from the minute the machine is installed at its point of use a company service representative may be called to the customer's place of business. When he gets there he is *officially representing* the manufacturer of the machine. Grant that the service technician is a first-rate mechanic, soundly trained to make adjustments and repairs, how does he rate in maintaining and improving customer relations? What does he do . . . what *can* he do . . . to help get

the next sale either for the same machine or for another product in the company line?

In the happiest of situations, the machine is working as it is supposed to and the serviceman's call is a routine "check-up." Is his visit welcome even though his services are not needed?

In the worst of situations there has been a breakdown. Work is being held up. Tempers are short. Downtime is costing money. The purchaser's opinion of the manufacturer of the machine can't be expressed in polite company. Assuming that the service technician *does* repair the machine

efficiently . . . how well equipped is he to repair the damaged customer relations?

It is becoming clearer every day that on the job, at the customer's office or plant, the technician's personality is as important as his pliers. His smile is as necessary as his screw driver.

Here at Remington Rand we are now in the fifth month of a highly successful training program designed to teach our service personnel to handle customer relations as intelligently as they now handle their tools.

Twice a month, at every one of our branch offices, under the direction of local service managers, hundreds of our service people attend meetings to learn a new kind of mechanics: the mechanics of good customer relations.

We consider this an important project because every Remington Rand machine is sold with a standard warranty. A very large percentage of our sales also include a Business Equipment Efficiency Agreement, an optional service contract which may run from one to three years. Our service technicians often have closer, more direct and more frequent contact with the people who actually operate our machines than do our salesmen. And we know that the people who operate the machines have a lot of influence on the purchase of our products.

The objective of our training pro-



gram is to develop the personalities of our service personnel . . . to increase their understanding of the value we place on customers.

Admittedly, the problem is a delicate one. We do not wish to turn our service technicians into salesmen or public relations men. Fundamentally, they are mechanics and their primary function is to maintain our equipment in perfect working order at the point of use . . . the customer's office.

Through initial factory training and repeated refresher courses, we expect them to be competent, efficient

technicians. Yet, in discharging their primary responsibility, they are of necessity in personal contact with our customers. There are periods of time when our service people are the sole contact or liaison between our company and our customers. Often they are in a position to know more about the needs of our customers than our sales organization. They may even be able to initiate interest in the purchase of additional equipment.

To express the dilemma more specifically, it is a problem of developing our service technicians to act as good

will ambassadors without losing sight of the fact that they are basically mechanics. A service technician is usually a practical-minded individual. We expect that he has aspirations for becoming a more competent mechanic and therefore a more valuable asset to our organization. Of course, promotion to managerial status is an incentive, and they understand that evaluation goes beyond their more mechanical abilities. However, all our service technicians cannot become managers. Yet we want them all to contribute to better customer relations.

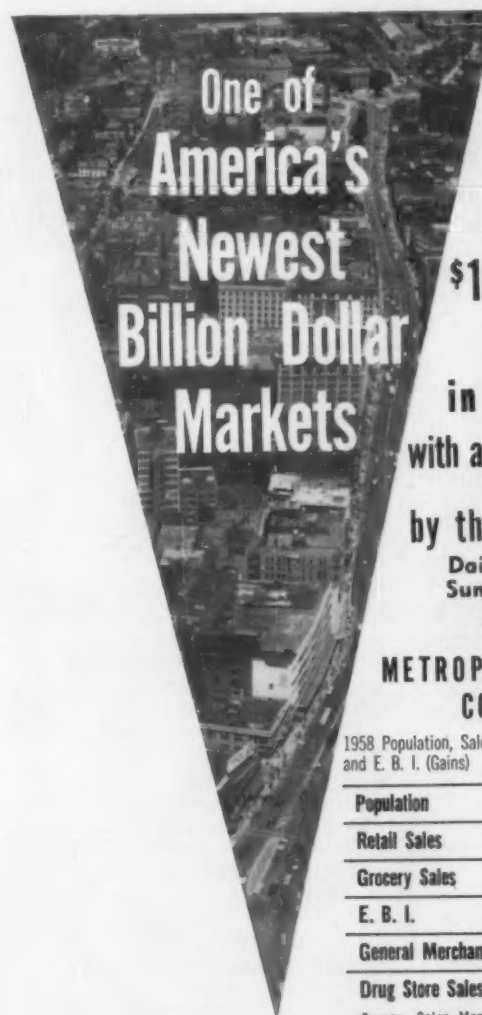
In studying the problem, it became clear that we had to find a way to make the serviceman *want* to become an ambassador of good will for the company—to make him *want* to learn the techniques of good customer relations.

#### Results Are Good

Our present training program—it might even be called a course—is accomplishing this. Recently we received a letter from the administrative secretary of the president of an educational institution. We glowed when we read the following comment about one of our service technicians: "During the course of his job, I mentioned that this is my first extended experience in the use of the Remington electric typewriter . . . Carefully explaining that he was not a salesman and therefore had not been trained in how to explain the features of the machine in a polished manner, he assured me that he would be willing to share with me his knowledge of the operation of the machine and show me its special, time-saving features. He was so courteous that I gladly listened to and watched him. As a result of his very helpful information and patient explanations, I am very much satisfied with the machine—as a matter of fact, I am fast becoming a Remington Electric 'Fan.'"

Since the inauguration of our program we have been receiving an increasing number of comparable letters. Comment from our Sales Department has also been enthusiastic. One of our typewriter salesmen in a western branch office spoke for all his colleagues when he said, "The atmosphere of a 'sale' . . . the time when your customer signs an order . . . is always the high point in any business relationship. Everybody loves everybody. What a pleasure it is to know that the service technician helps maintain that good feeling if trouble develops."

Our plan of work is simple. In this subtle "non-sale" training with so



**One of  
America's  
Newest  
Billion Dollar  
Markets**

**WORCESTER  
E. B. I.**

**\$1,039,790,000**

**2nd Market  
in Massachusetts**

**with a 91.9% coverage  
by the Telegram-Gazette**

**Daily circulation 162,449**  
**Sunday 105,300**

ABC Audit Dec. 31, 1957

**METROPOLITAN WORCESTER  
COUNTY MARKET**

	1958 Population, Sales and E. B. I. (Gains)	% Increase since 1950
Population	587,000	UP 7.5%
Retail Sales	\$649,594,000	UP 53.5%
Grocery Sales	\$169,405,000	UP 26.6%
E. B. I.	\$1,039,790,000	UP 53.4%
General Merchandise	\$60,973,000	UP 39.1%
Drug Store Sales	\$20,258,000*	UP 105.8%

Source: Sales Management Survey of Buying Power, May 1958  
\*Drug Sales (All Outlets) Est. Over \$25,300,000

**The Worcester  
TELEGRAM AND GAZETTE**  
WORCESTER, MASSACHUSETTS

Howard M. Booth, Publisher  
**MOLONEY, REGAN & SCHMITT, Inc.**  
National Representatives

**OWNERS OF RADIO STATION WTIC AND WYAG-FM**

many sales training overtones, our first job is to raise the stature of our serviceman in his *own* eyes. He must know that he isn't "just a guy with a screw driver."

We are achieving this by the very fact that meetings on customer relations are conducted like conferences with open discussions in which the men's contributions are sought.

Our second job is to re-emphasize the importance of the service technicians to the *customer* and therefore to the company. We stress the fact that service is not to the machine alone. It is to the *person* who owns the machine . . . and to all who will operate it.

To achieve our purposes through our training meetings, we supply a complete meeting guide for the use of our branch service manager. This helps him to introduce the subject of the meeting interestingly, to win audience participation, to drive home the specific lesson of each meeting.

The message of the meeting is encompassed in one unit: a colorful poster featuring, with humorous cartoons and sloganized text, one aspect of good customer relations.

#### Posters Feature Lessons

To the sophisticates in the world of selling, the specific messages we have chosen may seem corny and old hat. Who, after all, still needs to be told that a *smile* is important in customer relations? Who hasn't heard the famous line, "It takes only 13 muscles to smile . . . it requires 60 muscles to frown"?

It turns out that a great *many* newcomers to customer relations don't know, or have forgotten the importance of a smile. It also turns out that from the simple aphorism can come a discussion which proves that the primary requisite of a pleasant human contact is cheerfulness! So, too, with the other 23 best-by-test type lessons appearing on our posters and forming the base of our servicemen's meetings. Just read a few of them:

Remember people's names; use people's names whenever possible.

Give your full attention to what people tell you.

You can win an argument and lose a friend.

Say "No" gently.

Always say "Thank you."

When the customer is in a "rush" . . . you speed up.

When they know it all, grin and bear it.

No one likes to wait.

Look your best.

Be courteous and tactful and enthusiastic.

Is anybody being scornful here? Do readers of this article feel about this like a very young copywriter friend of mine who said "Primitive, elementary, unimaginative!" Hold the scorn. We have some facts that prove it is undeserved. In most of our offices the salesmen *themselves* have been so impressed with our meetings that they have voluntarily and individually asked for permission to attend.

To these men our program has become a basic refresher course in first principles—and we are not talking here about tyros in selling. We num-

ber among our guests at these meetings the top-level sales producers in our local branches.

This program is a success, we believe, precisely because it sticks to basic (elementary, if you will) rules for pleasant human communication. The habits of contact we are trying to develop among our servicemen have not been consciously considered part of their work. We are making it clear that while the adjustment of the machine is his first responsibility, the serviceman increases his own stature as a man when he observes the simple



## You can sell it everyday in the Cleveland PLAIN DEALER

The only Cleveland Newspaper that sells the city and the 26 adjacent counties

Here's how the Cleveland Market sells 4½ BILLION DOLLARS			
COMMODITY	CLEVELAND CUYAHOGA COUNTY (000)	26 ADJACENT COUNTIES (000)	TOTAL (000)
Total Retail Sales	\$2,336,394	\$2,030,071	\$4,366,465
Retail Food Sales	589,775	510,796	1,100,571
Retail Drug Sales	88,498	55,405	143,903
Automotive	435,242	430,796	866,038
Gas Stations	146,580	176,027	322,607
Furniture, Household Appliances	125,120	104,022	229,142

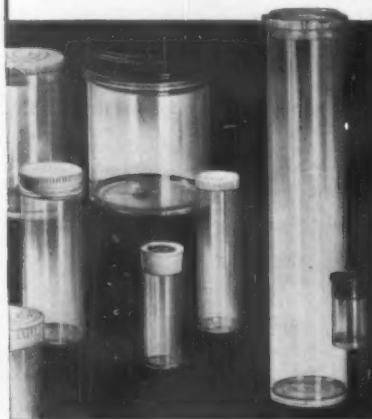
(Source, Sales Management Survey of Buying Power, May 10, 1958)

\*Akron, Canton and Youngstown's Counties are not included in above Sales.

## The Cleveland Plain Dealer

Represented by Cresmer & Woodward, Inc., New York, Chicago, Detroit, Atlanta, San Francisco and Los Angeles. Member of Metro Sunday Comics and Magazine Network.

## Ready for off the shelf delivery...



### The widest range of plastic jars and vials available anywhere...

Polystyrene, acetate, butyrate and polyethylene jars and vials for every conceivable packaging need.

All Clearsite vials and jars are shatter-proof, moisture-tight, dust-free, chemically inert. All are easy to label or multi-color print. Tell us what you package and we will send interesting free samples and descriptive literature. Write Dept. B.

## CELLUPLASTIC CORPORATION

Sales Office:  
NEWARK 5, N. J.

Tell your own story... in  
full-natural color

### 4-Color STATIONERY

- Exclusive gang-run process
- PROMPT delivery
- Top quality guaranteed
- Over a dozen national awards for outstanding craftsmanship

SUB. 24 WHITE WOVE    SUB. 24 BOND  
ENVELOPES    LETTERHEADS  
100M \$9.85 per M    \$8.85 per M

For prices on smaller or larger quantities and free samples... write

**COLORTONE** plus  
2412-24 17th St., N.W., Washington 9, D. C.

rules that make business contacts more pleasant. Our meeting guides provide definite suggestions for relating the rules to the "work situations" of the servicemen.

Let us take one example: You might walk into one of our branch meetings and hear the service manager say: "To make a point, gentlemen, everybody please smile." A roomful of men obey the order... some a bit ruefully.

Next, the service manager says: "OK, now everybody frown." Assorted grimaces appear. You even find yourself frowning. Then everybody breaks into laughter. The participants realize that it's been a long time since they really gave conscious thought to the meaning of a cheerful demeanor, and the danger of a dour look.

All the lessons in this program are treated as dramatically as possible, and every method we know is used for winning the participation of men

and making the meetings more interesting. The benefits have been so great that this training for servicemen is scheduled as a permanent feature of company relations with them.

What we are aiming for is a Service Department manned by efficient service technicians who are conscious of the dignity of their work, fully aware of the effect of their words and actions on the customer.

At some time in its life every machine requires service. It may be a simple adjustment job, or a major repair. But the need for service is, *ipso facto*, an inconvenience to the customer... a possible source of dissatisfaction with our product... a break in the smooth relationships between us and our customers. This can cost us future sales.

Our servicemen can now make the machine as good as new. We're training them to help make the relationships with our customers the same. ♦

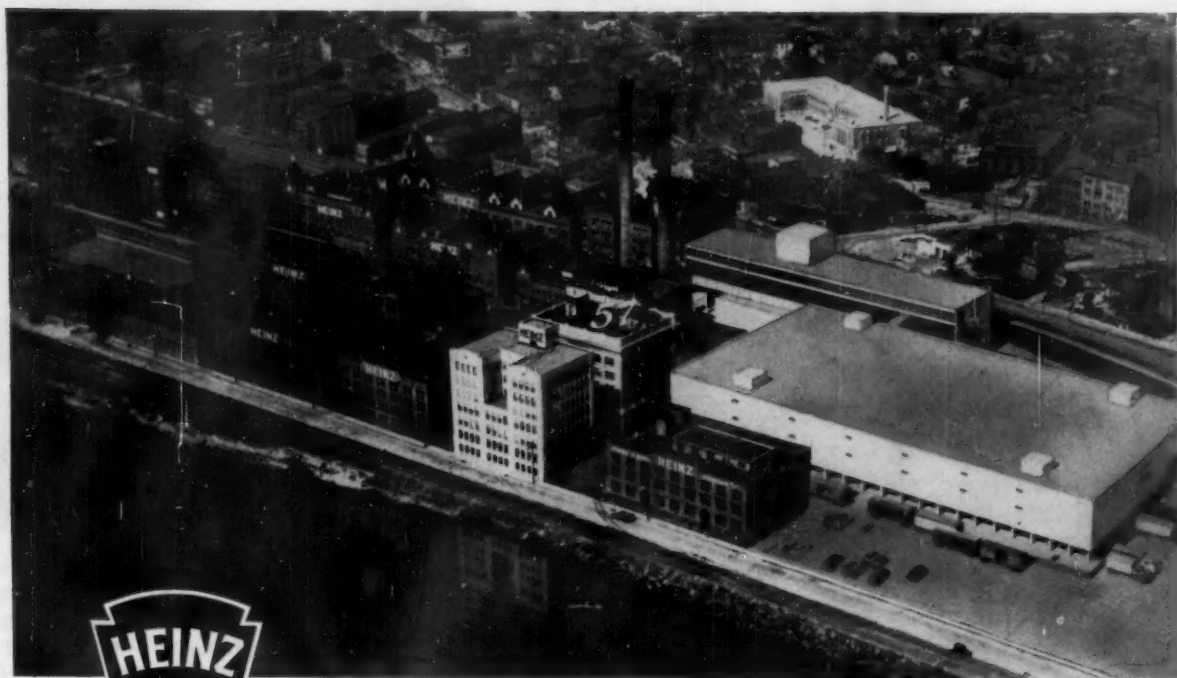


"But think of the advantages, Perkins—not a single territorial conflict..."

SALES MANAGEMENT



**YOU KNOW IT'S GOOD**  
**BECAUSE IT'S PITTSBURGH!**



H. J. Heinz Company is just one of the many great names who have made Pittsburgh their home—who have aided and shared Pittsburgh's growth into the eighth largest market in the nation—a thriving, buying market of 3 million people who annually spend more than three and a quarter billion in local retail stores.

Each year of continuing growth and progress sees more and more local and national advertisers depending on the advertising power of the Post-Gazette to get an increasing share of this market.

That's why the Post-Gazette has set all-time advertising records in six of the past seven years. Advertisers know . . .

**IT COSTS LESS TO SELL MORE IN THE**

**Pittsburgh Post-Gazette**

REPRESENTED NATIONALLY BY MOLONEY, REGAN AND SCHMITT



MAY 16, 1958

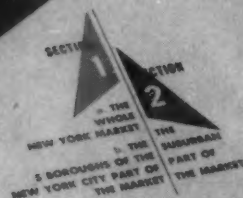
AN OPERATING

# SALES CONTROL

for the  
**CITY of  
NEW YORK**  
and its  
**Marketing  
Area**

NEW YORK  
JOURNAL-AMERICAN

HAROLD A. JACOBSON, SVP & MGR



SECTION

2

AN OPERATING

## SALES CONTROL

for the  
**CITY of  
NEW YORK**  
Marketing  
Area

NEW YORK  
JOURNAL-AMERICAN

HAROLD A. JACOBSON, SVP & MGR

## The SUBURBAN AREA

within 50 Miles of the CITY of NEW YORK.  
New Jersey, New York and Connecticut

Now, for the first time, an Operating Sales Control for New York's surging, expanding suburban area of 7 million consumers. Section 2 covers 495 suburban towns—1,173 shopping streets—309 shopping centers—provides latest economic data.

# *Now Available* to Sales and Advertising Executives

## 1958 OPERATING SALES CONTROL

of the vast, expanding

## New York Market

**I**t's BRAND NEW for a NEW New York...a working sales tool of continuing value to you in realizing maximum sales results in the world's largest, most complex market.

Since 1946, the New York marketing area has undergone great change... unmatched by any period of preceding years. We have had a housing boom—a baby boom—fantastic growth in suburban population and shopping areas—birth of new industrial regions—urban reconstruction on a vast scale—new shopping streets and developments—concentration of population and business along new traffic arteries.

And now we place the NEW New York right on your desk, segment by segment, for a clear understanding of each working part. Here is sales visualization and interpretation of a market of 15 million people never before available to you. Here is a working sales tool that eliminates all guess work...includes the latest economic data...lays the world's greatest concentration of consuming power before you in a specific yet flexible form that assures top sales operation.

*Learn how the 1958 Sales Control Manual can work for you. A Hearst Advertising Service man stands ready to show you a copy. Write or telephone today.*

# Journal NEW YORK American

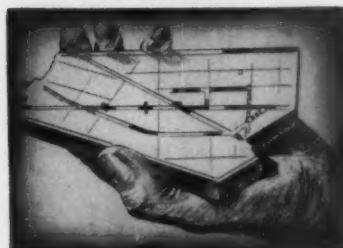
Represented Nationally by Hearst Advertising Service Inc.  
959 Eighth Ave., New York City • COLUMBUS 5-3700

ALBANY • BALTIMORE • BOSTON • CHICAGO • DALLAS • DETROIT • MIAMI BEACH • MILWAUKEE  
LOS ANGELES • PHILADELPHIA • PITTSBURGH • SAN ANTONIO • SAN FRANCISCO • SEATTLE

MAY 16, 1958



The field job involved walking 317,000 New York City blocks and countless suburban streets.



162 city and suburban sales divisions have been mapped and 2,867 shopping areas located.



107,387 Retail Outlets are listed in 10 sales classifications of business.



The vast growth of the Suburban Area is pinpointed by a detailed study of 495 towns and cities covered.



Hundreds of sales and advertising executives, associations and municipal authorities in three states contributed information and advice.



# 'Round-the-World Business

American firms seeking overseas markets and foreign companies selling in the USA are the tenants in San Francisco's World Trade Center. Object: Profitable two-way trade.

You wouldn't expect a company that handles prefabricated steel buildings also to be engaged in the wholesaling of African art objects such as wood carvings.

But that's the sort of odd fact you pick up in Northern California's World Trade Center in San Francisco.

The Wellman Import and Export Company not only sends steel buildings to Africa, but a variety of other building commodities. The firm brings back through the Port of San Francisco a fascinating array of art objects and native handiwork from East, Central and South Africa.

A remarkable diversity of sales activity and trade development takes place at this international market place, where merchants and merchandisers from all parts of the world come together to do business. These

contacts made there open new opportunities for Americans as well as for the business men of other lands.

To take the most recent example: a market is being opened for the first time in America for Norwegian furniture. Twenty-one manufacturers of modern furniture in Norway have formed an association to bring their products to the United States and actively promote them here.

The World Trade Center in San Francisco was chosen as headquarters for the nationwide campaign because California (the San Francisco Bay area in particular) is recognized as setting the pace in modern home furnishing.

The Norway Design Center, in charge of Jorgen Jorgensen, in February, put on a preview of its offerings in a formal opening of its campaign for wholesalers and decorators. Dur-



ONE ACTIVE "INMATE" sells prefabricated steel, other building commodities to African market, brings back native craftwork to sell in U.S.

ing a six-month exploratory period of contacting and selling, Jorgensen will attempt to find out what kinds of furniture design are most acceptable in the United States.

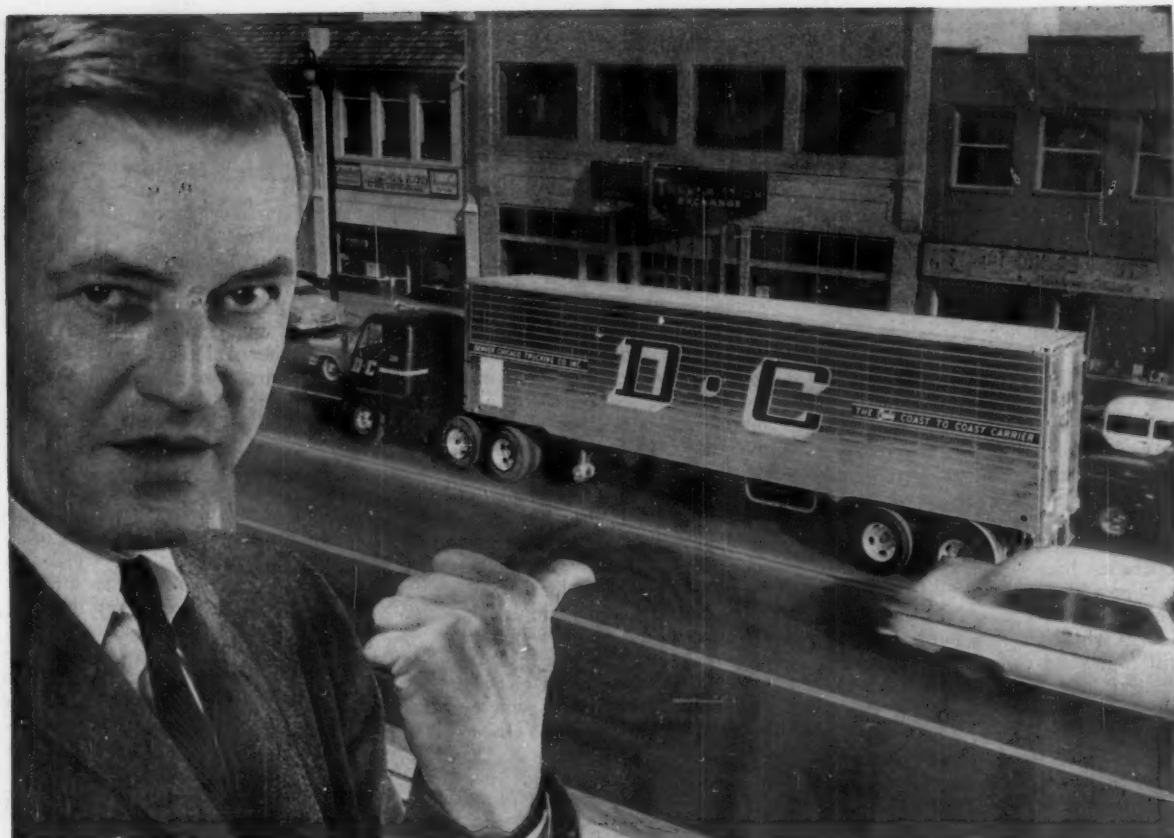
Looking in the other direction is John S. Horn, exporter, who sends American food products abroad. His leading line is Wellman products. He also handles Lady's Choice, many others. He finds his major markets in South America and the near East, Far East and parts of Europe. Before coming to the World Trade Center, Horn conducted his business for 16 years from Los Angeles. Since last September when he opened his headquarters in the Center, his business has doubled. "I'm applying for larger space," he says, attributing his rapid growth to a large extent to the advantages of his new location.

"It's simpler to do business from here," he explains. "There is international banking service in the building, and many consular and other facilities. Also, this has become a prestige address for our kind of trade." Horn also imports foodstuffs, bringing in Holland onions in bulk, Italian peppers and other items. Besides his own direct activities, he serves local exporters with his products.

A very different sort of sales development is handled by the Candy Fair Stores, headed by Michael de Meurisse. This company both manufactures its own domestic chocolate



DISPLAYS are maintained by many Trade Center tenants. Example: a window of glassware sponsored by the Swedish Chamber of Commerce.



**Sales Managers find...**

**"Repeat orders come twice as easy when I ship via**

## **D-C's FAST, STRAIGHT-THRU SERVICE!"**

D-C's non-stop, 2-man sleeper cab service cuts 20% off running time. Gives you FASTER service to any point, puts your goods into your customers' hands, hours, even days, sooner.

Fast, direct service wins customers—holds them. Always specify D-C on your orders—you can be SURE it's your "BEST WAY" and your "CHEAPEST WAY."



TERMINAL CITIES	
Albany, New York...LB 2-6416	Los Angeles, Cal....AM 1-0241
Buffalo, New York...ME 2-1010	Minneapolis, Minn....CH 2-2284
Chicago, Illinois...LA 3-7440	New York, New York...LO 4-5320
Cleveland, Ohio...DE 2-1464	Ph. Springs, N.J....LH 2-0900
Colo. Springs, Colo....ME 2-1488	1000 Broadway, Kentucky 2-5343
Denver, Colorado...DU 8-4347	Phoenix, Arizona...AL 8-5331
Detroit, Michigan...VT 3-9505	Portland, Ore....ST 3-4423
Evansville, Indiana...HA 3-4487	St. Louis, Missouri...CH 1-7820
Kansas City, Mo....MO 2-9543	Seattle, Washington...SE 5-0400
Knoxville, Ky....ME 8-1261	Syracuse, New York...3-4103
1218 Miles—Terminal City	
OFF-LINE SALES OFFICES:	
Boston... **Edgart	San Francisco, Cal. .... **Backlund, R.
Cincinnati... **Cincinnati	San Francisco, Cal. .... **Backlund, R.
Dayton... **Dayton	South Bend, Ind. .... **Backlund, R.
Des Moines, Ia. .... **Des Moines	St. Louis, Mo. .... **Backlund, R.
Evansville, Ind. .... **Evansville	Washington, D. C. .... **Backlund, R.
Indianapolis... **Indianapolis	
With Trailer Pool	**Trailer Pool Only

# **D-C**

**Denver Chicago Trucking Co., Inc.**  
**THE ONLY COAST-TO-COAST CARRIER**

products and imports some 150 candy lines from 11 countries—Switzerland, Holland, France, Denmark, Germany, and even specialty items from Israel and China. It operates a chain of retail outlets on a franchise basis, with 16 stores at present located throughout California. It is rapidly expanding and aims at outlets throughout 5 Western states, including Arizona, Montana, Washington and Oregon.

Tetra Pak Company is a Swedish concern which, when it opened up in the Center and also in Newark, N. J., introduced a new kind of packaging to dairy processors and many other food packers (some in non-food lines) all over the U.S. (This revolutionary competitor of the conventional waxed carton was described in SM for August 2, 1957, along with details of the company's method of operation here.)

Tetra Pak during its first year in the Center has leased 21 of its machines which simultaneously form and fill four-sided paper packages, to customers in every section of the U.S. and its territories. Tetra Pak is greatly expanding its advertising this year, says Robert P. Doyle, who manages the Trade Center office, mainly in institutional feeding, dairy, and military publications. Proximity to the Swedish Chamber of Commerce, which also has its office in the Center, proves an asset to Tetra-Pak in its contacting here.

Ferrostaal Pacific Company is a quite different sort of operation. It

represents German heavy industry. With offices at the Center and in New York, it bids, on behalf of its manufacturers, on installations abroad of technical and other equipment. Its markets are anywhere in the world with the exception of the U.S. It does, however, compete with the bids of American manufacturers on foreign jobs.

Some traders here from other lands take display space at the Center. For example, the Rabbit Motor Scooter from Italy. This is handled by an automobile dealer, McAllister Motors, on "automobile row" in downtown San Francisco; but he places descriptive sales literature in pockets outside the Center show window as a means of building leads.

Many thousands of people visit the 3 floors of the Center and its colorful displays attract not only business men with trade in view but tourists of every sort as well as local people.

They learn, for example, that the African wood carvings imported by Wellman, may be bought at Gumps in San Francisco, or in gift shops or even hardware stores elsewhere in the United States. Roger Wellman who runs the business, originally handled it as a mail order operation. Since opening up in the Center, in less than a year it has grown 45-50%.

Comments Wellman: "We like the fact that we are taking to Africans the steel buildings and building materials they need there, and bringing in the beautiful hand-made things that cannot be had here and that cul-

tured Americans prize. That's healthy trading."

Such "healthy trading" was envisioned by the man who planted the seed of the World Trade Center—Captain Robert Dollar of the Dollar Steamship Line — back in the late '20's. The West Coast, he argued, needed an international market place where business men of this country and the Far East in particular, India, Indonesia, Japan, China, the Philippines, and also Australia and New Zealand, might meet, get to know one another and their wares, develop trade both ways and, in promoting their business, also promote international good will.

### Took Act of Legislature

His dream had no promise of realization until, in 1947, the California legislature passed enabling legislation for the study of a site for such a center. In 1953, the Old Ferry Building was earmarked as the logical place. The Harbor Board agreed to issue bonds to convert it to the new usage and work was started in 1955. It was resolved to make it a northern California enterprise. The Bay Area Council, the Bay Association's industrial development organization, was selected as the operating agent.

The set-up now: the Port Authority owns the building, the World Trade Center Authority is the policy-making body, and the Bay Area Council does the work, sells the space, provides services offered to tenants.

These services, points out Frank Marsh, managing director of the Center, range from providing the resources and facilities called for in foreign trade promotion, overseas investments, sales development and public relations, to advising a client new to this country just how to go about making appropriate contacts for, say, an advertising campaign in the U.S.A. The Center may put American and overseas business men in touch with one another and assist them to find markets on a two-way basis for products manufactured in this country or in other lands.

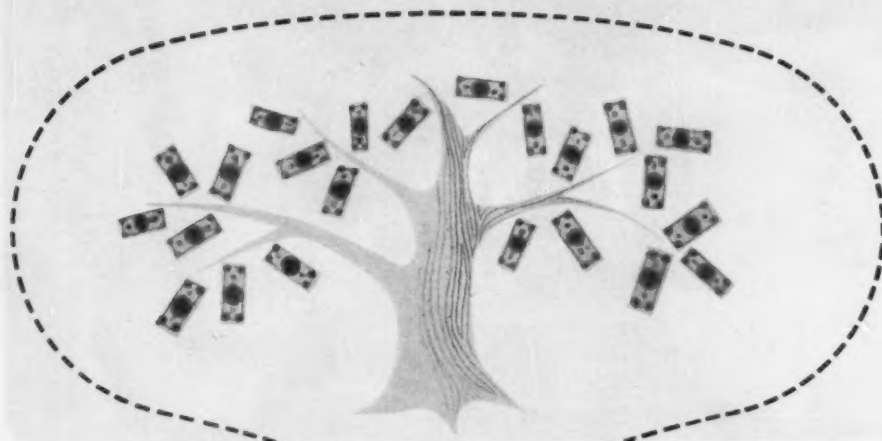
The Center now brings together under one roof some 70 organizations engaged in world trade, shipping and related activities. Sixteen nations are represented in consulates, their own chambers of commerce, or trade and information centers in the building. The international trade promotion program is advanced with special shows and displays open both to wholesale buyers and the public.

The latest arrivals, due to begin operations this spring, are Indonesia and India. ♦



"What's that, Morris, the contract that got away?"





## Why invest in *make-believe*?



When  
you  
think  
Pennsylvania  
think  
Philadelphia  
Pittsburgh  
—and  
Erie

Many Pennsylvania "markets" are not markets at all. On analysis newspaper advertisers find that they're unreal combinations of neighboring cities, each of which retains its newspaper loyalties. No single newspaper buy can cover the whole "market." ■ But Erie is no make-believe market. ■ It is Pennsylvania's 3rd city—right after Philadelphia and Pittsburgh—in population, retail sales and effective buying income.\* It is also one of the leading test markets in the East. And Erie's newspapers, The Times & News, deliver the *whole* sales area. ■ No wonder Erie is the only logical 3rd market buy in Pennsylvania.

\*1958 Sales Management Survey of Buying Power.

**The Erie Times** *evening*

**The Erie News** *morning*

**The Erie Times-News** *Sunday*

For the latest market and media data, call The Katz Agency, Inc.



**GETTING NEW CUSTOMERS**—To get new customers for their coffee, a regional roaster selected an Anchorglass coffee mug giving one free with each pound of coffee sold. This promotion sold over a million and a half pounds of coffee.



**INCREASING REPEAT SALES**—To promote repeat sales of a specific brand of ice cream a dairy chose a cut glass sherbet, juice and goblet. One piece was given free with the purchase of each ½-gallon package of ice cream. The customer could collect a complete refreshment set by continued purchases. Many dairies have increased ½-gallon sales as much as 200% with this promotion!

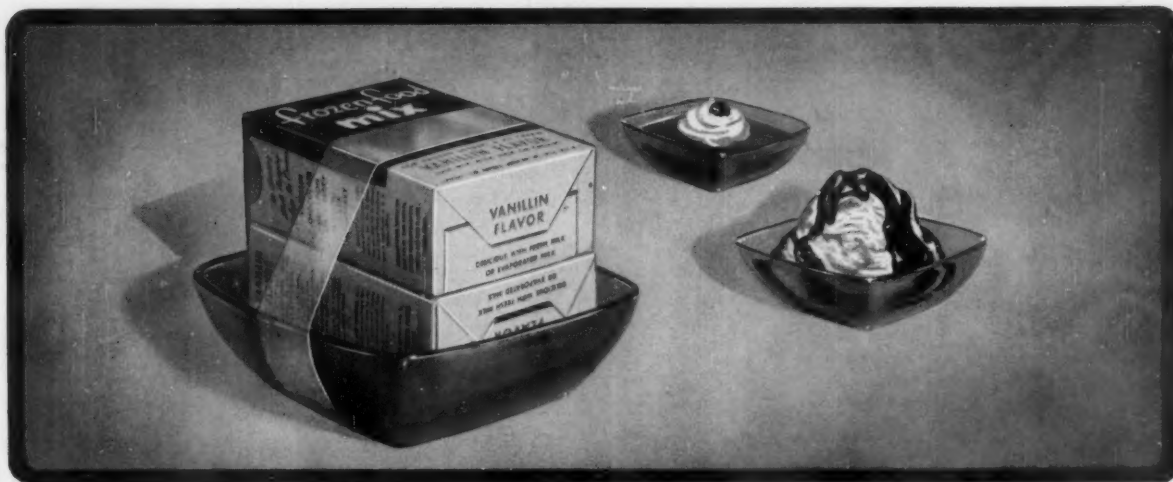
## Anchor Hocking has the right kind of

The brightest way to solve any sales problem is with sparkling Anchorglass premiums. These exciting sales builders have plenty of appeal—plenty of pulling power, are wonderfully practical, too. And every home is always in need of more glassware!

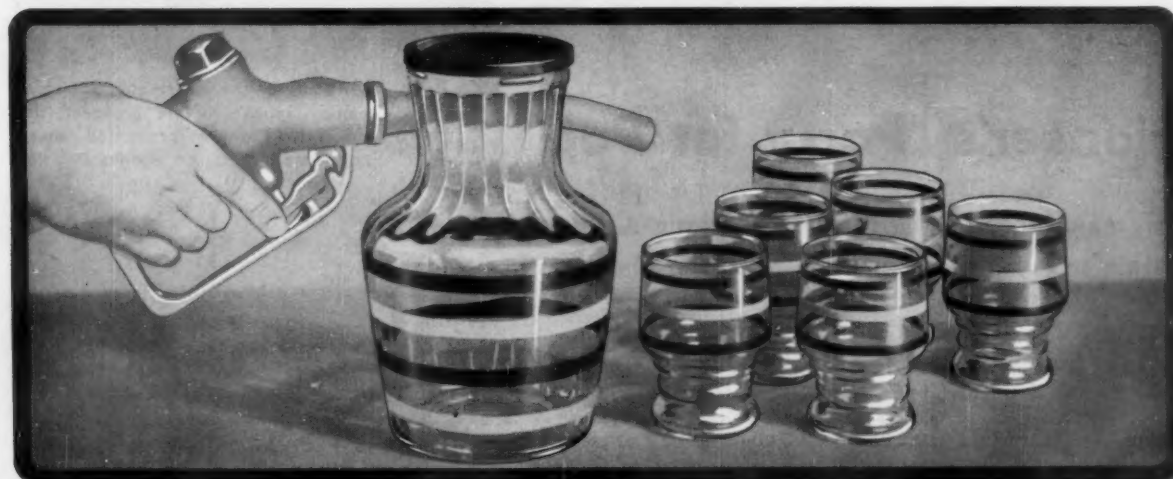
Anchorglass premiums look expensive but they cost much less than you'd think. They can be supplied to fit any budget from 5¢ per unit and

up. Many users make them self-liquidating. *Anchorglass premiums don't cost—they pay!*

No matter what your product or sales problem, there's an Anchorglass premium to help you solve it. Your Anchorglass premium specialist has hundreds of successful premium items—and thousands of success stories to back them up! So mail the coupon today and let him start working for you! No obligation, of course!



**INTRODUCING NEW PRODUCTS**—A large food manufacturer selected an inexpensive Anchorglass dessert dish to introduce a new frozen dessert mix. They taped two boxes of mix in the dish and offered the dish free. During the introductory promotion, they sold over two million packages of their new product.



**BUILDING TRAFFIC**—For new station openings, one of the major oil companies uses an Anchorglass decorated refrigerator chiller and matching fruit juice glasses. They offer the chiller free with the initial purchase, then one fruit juice glass is given free with each subsequent purchase. This promotion quickly establishes the station on a profitable basis.

## PREMIUM for every kind of problem!

### ANCHORGLASS PREMIUMS

*make you money... make you friends*

ANCHOR HOCKING GLASS CORPORATION  
LANCASTER, OHIO

ANCHOR HOCKING GLASS CORPORATION  
Premium Department, Lancaster, Ohio

SM-5-8

Yes, I would like to have you show me how an Anchorglass premium plan can help me.

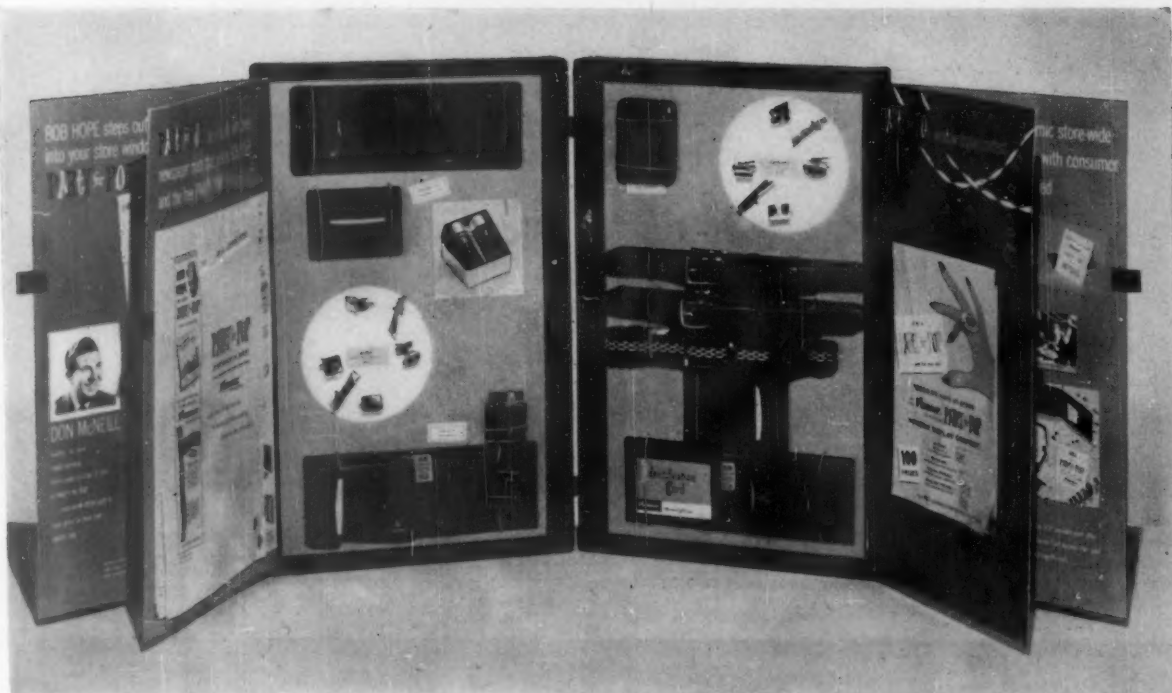
NAME \_\_\_\_\_

COMPANY \_\_\_\_\_

ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE \_\_\_\_\_





## Pioneer's "Party for Pop"

This manufacturer of men's accessories creates an off-beat Father's Day promotion plan to spark dealer enthusiasm.

A FLICK of the salesman's wrist and display appears before prospect, telling full Pioneer promotion story. This fitted sales kit weighs 7½ lbs.

Many a father will find himself feted and gifted on June 15, the date designated as "Father's Day."

For some of those parties, the "props" will have been furnished by Pioneer Industries, Inc., Darby, Pa., and one or more of father's gifts will be a Pioneer belt, wallet, jewelry set, or leather accessory.

Pioneer has wrapped up a colorful

and topical promotion plan called "Party-for-Pop," centered around Bob Hope (as Pop) and his children.

With each purchase of a Pioneer product, the customer receives a 21-piece Party-Pak: a sizable brochure with Hope's picture on the cover, and a raft of cut-outs of party hats, medals or badges for various members of the family (including one for the dog), place cards, napkin rings, cake decorations. There are menu suggestions, directions for party games.

Since mid-March Pioneer's 75 salesmen have been showing the packaged promotion to men's wear retailers. The merchandise, Party-Pak book, tie-in displays, mats and other paraphernalia fit into a compact, lightweight "attaché-type" case from which the program can be explained within a few minutes. By latest check, three out of four such demonstrations win a "count-us-in" nod. (First salesman in the New York office to get samples

on the morning the promotion broke rushed to two stores and came back with orders in less than one hour.)

Advertising support includes a half-page in *Look's* June 10th issue, a full page in *Gentlemen's Quarterly* (June), a schedule of participation on Don McNeill's Breakfast Club program (ABC network, 324 stations) and TV spots. Mats for local retail ads are furnished to dealers.

Promotion-conscious Pioneer's vigorous Father's Day campaign is in accordance with the firm's philosophy that "there's no recession that hard selling won't cure."

Pioneer is also an advocate of fashions (changing ones) for men. New lines capitalize on this principle. The company's biggest volume is in belts, but jewelry has climbed to second place. This is attributed to the novel lines brought out in tie clip and cuff link sets. Examples: "I Love You Truly" and "Oh, Promise Me" musical notes in "Love Notes" designs, and "Psycho-Ceramics," tiny cartoon figures of a golfer, bowler, sailor and fisherman.

Pioneer's salesmen, who call di-



**FREE TO Pioneer customers:** Party-Pak is full of tips on how to throw an affair for Pop. Bob Hope's the family man featured on the brochure cover.

1671 fact-finding offices get you

# Information

Are you aware of the vital marketing data *Western Union Survey Service* can get for you *fast*, at attractively low cost?

For example: Do you want to know how familiar homemakers are with your product brand? Do you wish to have accurately researched and classified lists of special groups of people prepared? Would the facts about the number of two-car families help you make marketing decisions?

Whatever your questions, put them to Western Union with the sample you want surveyed, where and when. Experienced interviewers in our nationwide network of offices will *get the answers* for your analysis . . . impartially, accurately, in one or many markets.

Get full information without cost or obligation—*fast!*

## WIRE COLLECT:

Western Union Special Services Division  
60 Hudson Street, New York, New York.

**WESTERN  
UNION**

**SURVEY  
SERVICE**

*Put trained personnel in 1671 Western Union offices to work for you!*

# a complete moving service

## FOR YOUR PERSONNEL... DISPLAYS... AND OFFICE EQUIPMENT



**M**ore and more companies are learning that they can depend on Wheaton for truly safe, on time moving on their personnel transfers, display and exhibit, and office

equipment moves. That's because at Wheaton, safety comes first. Service to all 48 states, Alaska, Hawaii and other countries by land, sea and air. Next time, call your Wheaton Agent.



Free moving day kit for personnel transfers.

Free booklet for the family "Moving can be almost fun".



# Wheaton

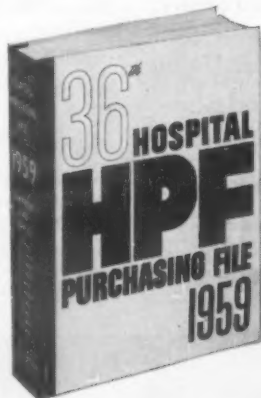
*Van Lines, Inc.*

Over 500 Agents — all principal cities

In the West, call

**LYON**  
VAN LINES, INC.

General Offices: Indianapolis, Indiana



here's where hospitals  
compare and select  
be sure your catalog  
is on file to help them  
choose your product

HOSPITAL PURCHASING FILE, since 1919, has been the standard product finding source in the hospital market—assures economical and complete distribution of your catalog of hospital products to those who make buying decisions—plus 94+% retention up to the point of purchase. Less in total cost and far more effective than individual catalog distribution. Ask for proof of retention and proof of use. The 1959 Edition is now in preparation—plan to file your catalog here to serve throughout next year. Catalog reservations close mid-summer 1958. Write NOW for catalog filing prices.



## HOSPITAL PURCHASING FILE

Purchasing Files, Inc., 919 N. Michigan Ave., Chicago 11, Ill.

rectly on the trade, carry a fitted seven and one-half pound case which helps them tell their story quickly. When opened, case reveals a bound-in sales presentation brochure on each side. Salesmen return the cases after each promotion to be refitted for the next. (There are four Pioneer selling seasons: spring, which carries over to Father's Day, then fall, which leads into Christmas.)

Gift packaging is in the form of merchandise bands or sleeves, to be removed at the end of the season. This prevents the return of merchandise for seasonal reasons.

Color scheme of the current Party-for-Pop promotion is red and black. The salesman's case opens to reveal a "curtain-riser" page at the left, inviting the dealer to take part in the "Give a party for Pop" Father's Day promotion, with Bob Hope and his family as the feature attraction. The cover for the right-hand section explains "This is the exciting 21-piece PIONEER PARTY-PAK . . . Everything your customers need to give a Perfect Party for Pop . . ."

As the salesman lifts back the brochure pages on each side of the case, these are the elements of the promotion revealed to the dealer:

1. PARTY-FOR-POP PARTY-PAK, mentioned earlier, given to each customer purchasing a Pioneer product. The only advertising is at the bottom of the last page: a list of Pioneer gift suggestions.

2. ADVERTISING. Reprint of Look advertisement. Photograph of Don McNeill, on whose program the Party is being advertised.

3. DISPLAY MATERIALS. A miniature wrought iron table, to be used with poster picturing Bob Hope and his children. (After the promotion the dealer may keep the table for use as a serving tray.) Window streamer inviting shoppers to come in and get a Party-Pak. Window cards promoting gift merchandise.

4. RETAIL PROMOTION GUIDE. Each store gets a "Tip Sheet" of ideas for promoting "Party-for-Pop" in his store and community. Store clerks get badges reading "Ask me how to give a Party for Pop."

5. WINDOW DISPLAY CONTEST. Folder describing details of a \$2,500 window display contest.

6. When the successive layers have been lifted back on each side of the case, samples of Father's Day merchandise are revealed. ♦

SALES MANAGEMENT



**"This is the size we use for the Growing Greensboro Market!"**

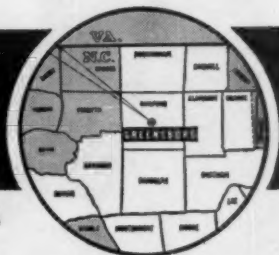


Set off a chain reaction! End up with carloads of sales by cashing in on one of the South's real big super-markets—the Growing Greensboro Market. It's a top shopping-and spending area, where one-sixth of North Carolina's population accounts for one-fifth of the state's \$4 billion in total retail sales annually. This makes the Growing Greensboro Market the second best in the South and fourth best in the Nation in per family retail sales. If you want to pile those carts full with your particular product you will automatically select the Greensboro News and Record as your major advertising medium. Over 100,000 circulation daily. Over 400,000 readers daily.

Only medium with dominant coverage in the Growing Greensboro Market and with selling influence in over half of North Carolina!

*Greensboro  
News and Record*

**GREENSBORO, NORTH CAROLINA**  
Represented by Jann & Kelley, Inc.

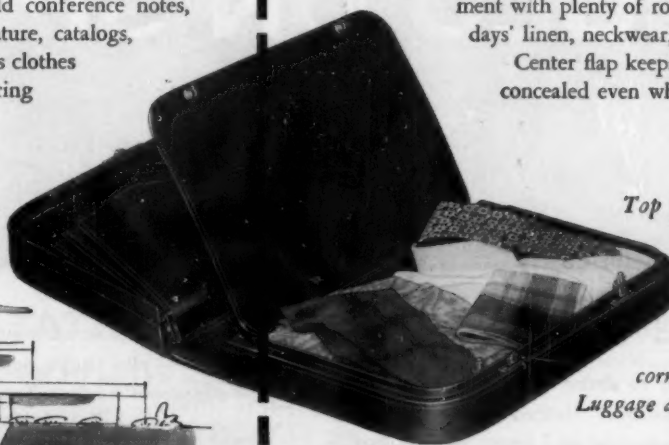


Sales Management Figures

**here's a man's bag with a dual personality**

*This side for...* working hours. Three big file pockets hold conference notes, correspondence, sales literature, catalogs, etc. A full center flap keeps clothes compartment concealed during your business call.

*This side for...* living. A big compartment with plenty of room for a couple of days' linen, neckwear, toilet articles, etc. Center flap keeps this compartment concealed even when case is opened.



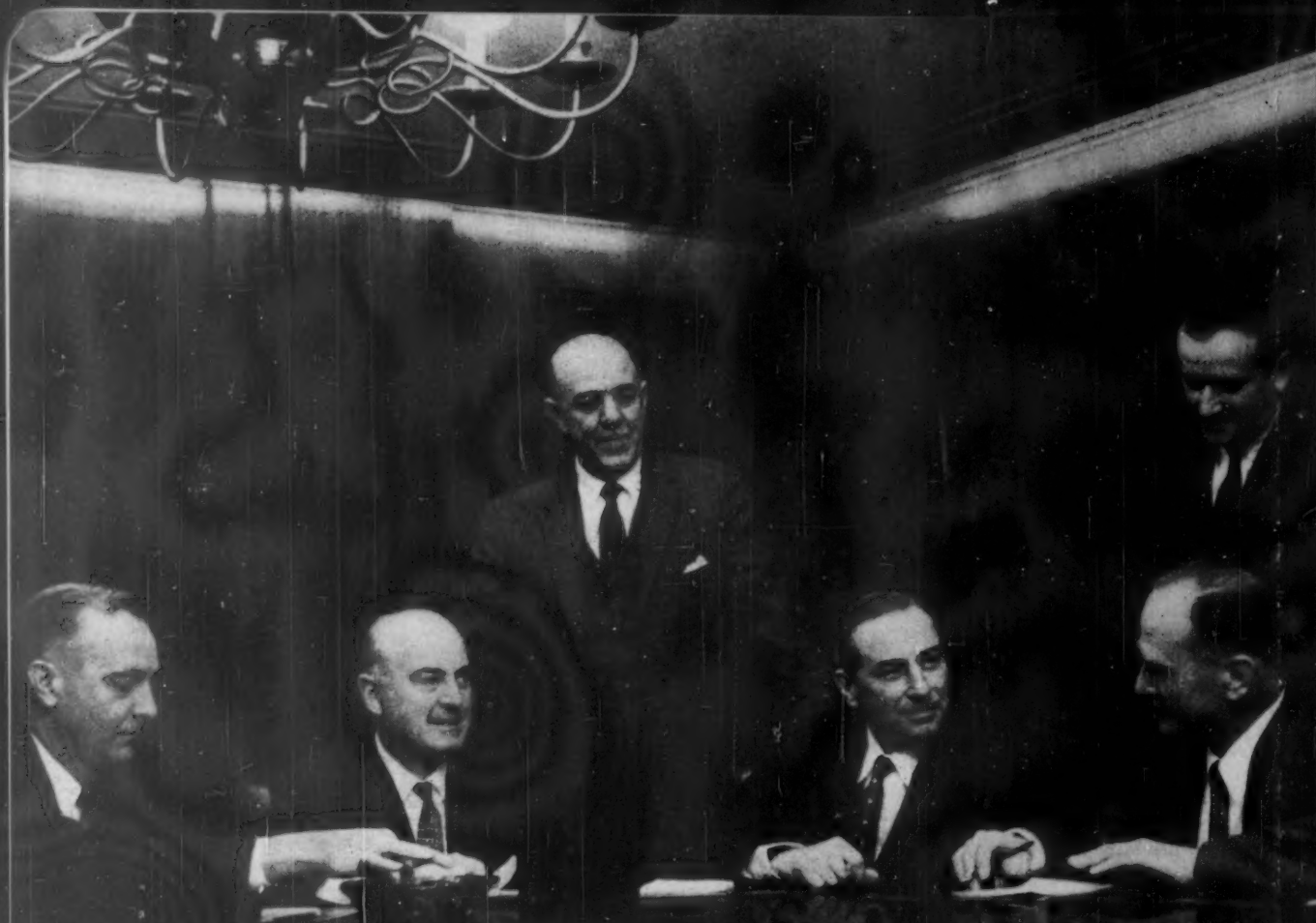
Top grain cowhide, several styles and colors. 17" or 18" lengths and 4", 5" or 6" widths. Solid leather handle, reinforced corners, safety lock. At all Luggage and Department stores.

We make custom-built bags for your entire organization. Write us for your nearest dealer's name for free quotations.

*Snapak by*

**SCHELL**

Leather Goods Co., Inc.  
Cincinnati 25, Ohio



# SINCLAIR REFINING IS SOLD ON SPOT...

*Photo by Morris H. Jaffe*

## FROM HOME OFFICE...

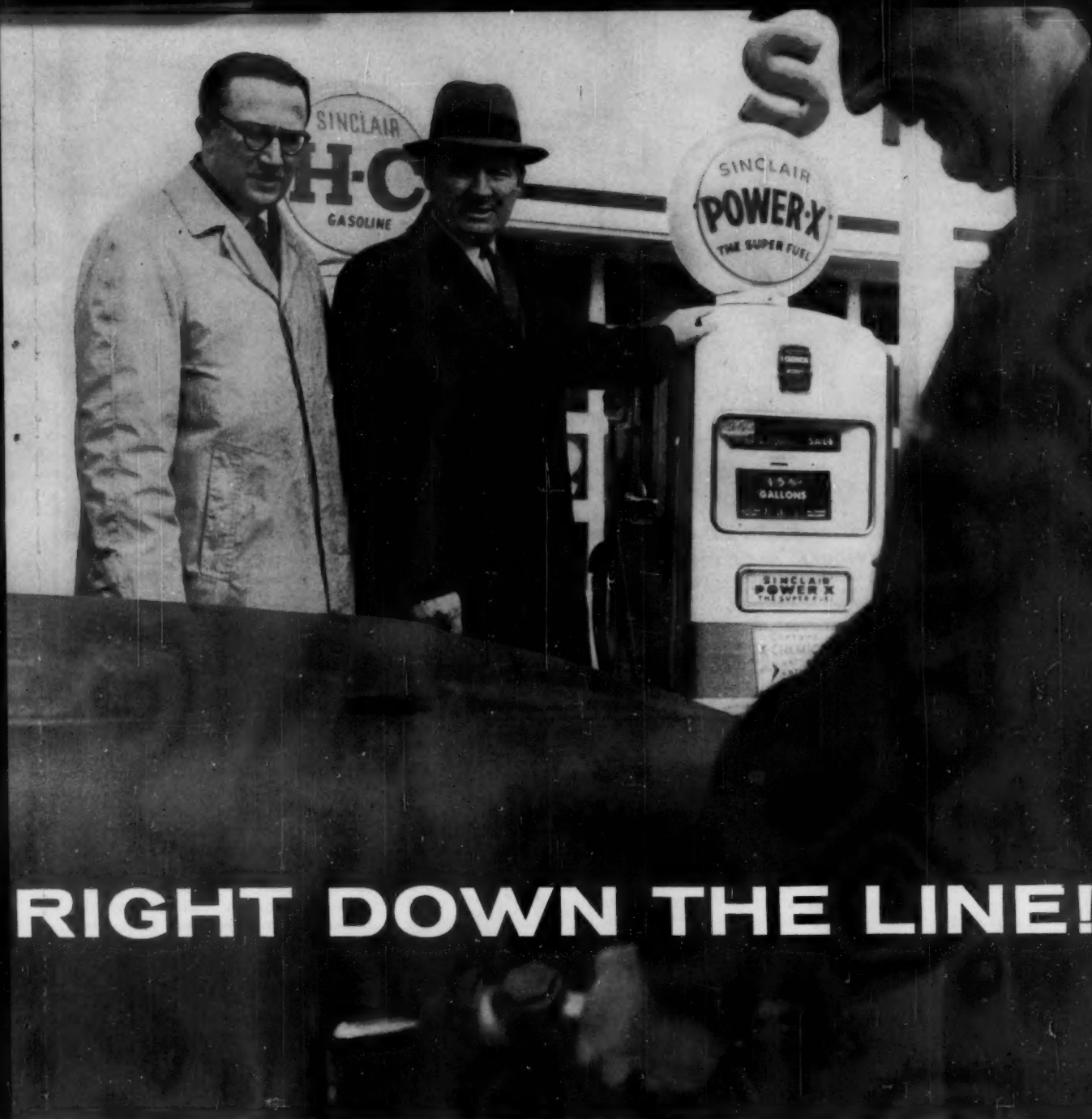
**"Driving today? Remember to drive with care — and buy SINCLAIR — Power-X Gasoline."** Slotted to reach the motorist at breakfast and enroute to and from work, that 5-second reminder will be broadcast 525,200 times in 1958 — the biggest campaign, for size, scope and duration, in Spot Radio history. "Spot," says SINCLAIR REFINING COMPANY's Vice President and General Sales Manager, Louis W. Leath, "is doing a great job for SINCLAIR."

To boost coverage and frequency, yet keep to a reasonable, affordable budget, SINCLAIR REFINING switched to Spot. The same allocation that had purchased only scattered Radio-TV programming in about 100 major markets now brought SINCLAIR satura-

tion schedules in those same markets — 40 to 250 spots a week, 52 weeks a year — plus sizable weekly campaigns on a year-round basis in 350 additional markets. Totals: 450 cities; 900 stations; 10,100 announcements per week. And in every market served by SINCLAIR and by an NBC Spot Sales-represented radio station, SINCLAIR uses the NBC Spot Sales station!

*Standing, left to right: Louis W. Leath, Vice President and General Sales Manager, Sinclair Refining Company; Jack Price, Radio Spot Sales Representative, NBC Spot Sales.*

*Seated, left to right: Stanley F. Ellsworth, Vice President and Account Executive, Morey, Humm, & Warwick, Inc.; James J. Delaney, Advertising Manager, Sinclair Refining Company; Reynolds Girdler, Director of Public Relations & Advertising, Sinclair Oil Corporation; William L. Wernicke, Radio-TV Vice President, Morey, Humm & Warwick, Inc.*



# RIGHT DOWN THE LINE!

## TO SERVICE STATION...

*In Chicago, where radio station WMAQ plays a major role in the SINCLAIR schedule, George Gaudio, operator of the Sinclair station at North Avenue and LaSalle Street reports: "My customers tell me they hear the Sinclair radio commercials, and I know those spots have brought me business. My customers are in automobiles and they listen to their radios, especially WMAQ. Personally, I know of no better way for Sinclair to advertise the products I sell."*

A questionnaire sent to SINCLAIR marketers brought a request from 95% of them for continued use of Spot Radio, along with overwhelming confirmation of rising sales throughout SINCLAIR territory. And SINCLAIR men agree right down the line: in the

markets served by NBC Spot Sales-represented radio stations, credit for this campaign's tremendous success belongs, in large part, to those stations.

*Left to right: Howard Coleman, Manager, Radio Station WMAQ; Carl K. Foster, Manager Sales Promotion, Central District, Sinclair Refining Company; George Gaudio, Sinclair station operator, Chicago.*



### SPOT SALES

NEW YORK—WRCA  
PHILADELPHIA—WRCV  
WASHINGTON—WRC

PITTSBURGH—WAMP  
CLEVELAND—WHK  
LOUISVILLE—WAVE  
CHICAGO—WMAQ

ST. LOUIS—KSD  
SEATTLE-TACOMA—KOMO  
SAN FRANCISCO—KNBC  
HONOLULU—KGU





**FILL THOSE NOTEBOOKS!** One of these bowling center managers at Brunswick's 8-day school received a bowling

ball for turning in the fullest notebook. These students were pretty serious about learning how to run a "fun" business.

## Management School for Customers

**Sponsored by:** The Brunswick-Balke-Collender Co. **Object:** To help customers build more profitable businesses. **Values:** It's a means for building and holding customer good will and a program in behalf of entire industry.

School let out just last week. It was a pretty unusual kind of school that had its sessions in a classroom around the corner from the Brunswick-Balke-Collender Co. building in Chicago.

The students, some young, some older, have one thing in common: They're all managers of bowling establishments. And they came to participate in eight days of lectures and discussions to learn how to become more efficient managers.

BBC started these schools five years ago as a means for building and cementing customer relations. Since 1953, bowling center owners and managers, many prospective owners, and some who have been in the business many years, have come to Chicago at their own expense, to participate. Today the school has nearly 2,000 alumni.

BBC, which calls itself the largest manufacturer of bowling equipment (it also makes billiards equipment and school furniture), got into this operation because it realized that as the sport of bowling goes, so go its own sales.

And don't call the locale of that sport a "bowling alley."

The bowling industry prefers the term "community recreation center," or "bowling lanes." Industry leaders say flatly that bowling is today the nation's biggest participation sport. Upwards of 20 million persons from age eight to 80 bowl either in a league or just for the fun of it.

That makes bowling big. One establishment in the southeast has 66 lanes, with an automatic pinsetter on each. At \$8,800 per pinsetter, that's an investment of \$58,000 for this part of the equipment alone.

Brunswick runs its management schools 10 times a year. There is no tuition. There is a minimum of commercialism in behalf of BBC products. During the first two days, for example, in which maintenance of the maple lanes and their finishes is discussed, Brunswick's name is merely mentioned and is not brought up again.

Says William Blanks, who directs the operation: "In school we shy away from using brand names as much as we can. The sessions are especially

good for the exchange of ideas among people who come from different parts of the country. A California proprietor and his New York counterpart may discuss—for example—seasonal changes in their respective areas and find new ideas for increasing patronage during 'off' times."

Student groups are usually kept to 30, preferably less, but a late winter class totaled 44. (Blanks says he doesn't ordinarily like a group that large.) The students work from 9 to 5.

All Brunswick executives — the company's top men have been in the industry for from 25 to 40 years — are at the disposal of these proprietors and managers while they're in town.

During the 56 hours of actual instruction, lectures by Brunswick staff members cover virtually every phase of bowling establishment operation. Among the subjects: maintenance, insurance, cost of operation, sales promotion, advertising, leagues and community relations. Two hours are devoted to a complete examination of Brunswick's automatic pinsetter, sometimes called the most expensive do-it-yourself gadget ever developed.

The opening talk in the school's program is given by Howard McCullough, vice-president in charge of sales, who is said to have had modern-day bowling concepts 20 years ago—the key idea being to make the game a family affair. Says Blanks: "We em-

phasize that this is not a sales school but is designed to indoctrinate people in proper bowling management procedures. Bowling's popularity creates a continuing shortage of management material personnel. Our classes contain not only absentee owners who like to know what's going on, but their managers who operate the bowling centers."

"Care and Repair of Bowling Equipment" is the first lecture. Delivered by Wes Brandt, service manager, Bowling and Billiard Division, it points out things to be done every day. "The key to good service is good maintenance," Brandt explains to the group. "Offer your customers good bowling conditions. Resurface lanes once every 12 months as required by the American Bowling Congress."

In the discussion of "Monthly and Seasonal Maintenance," Blanks himself demonstrates the pitfalls of sloppy housekeeping, along with Brandt.

(Blanks, a former big league bowler, bowling center proprietor and consultant, has been in the industry 13 years. He spent two and one-half years in the European theatre and supervised all bowling establishments in the USAF Exchange Service. He trained Air Force personnel to set up and operate bowling centers, and trained natives for maintenance work.)

### Facts—And Figures, Too

The session on insurance, "Insurance Protection for Your Investment," is led by P. Robert Bale, assistant insurance manager for Brunswick, who describes for the class each type of coverage a bowling proprietor should have.

Robert Searson, controller of Brunswick, leads classes in "What Does It Cost You to Operate?" and "The Importance of Record Keeping." The group is shown basic accounting procedures, forms of profit and loss statements, how to set up an accurate set of books.

Nat Wexler, advertising and promotion manager, reviews the structure of the National Bowling Council (made up of manufacturers), the American Junior Bowling Congress (AJBC), American Bowling Congress (ABC), and Women's International Bowling Congress (WIBC). These groups sit down two or three times a year to discuss "What's good for the industry?" and to develop ways to raise the standards of the game to high levels.

Another talk, "Your Employees' Duties and Qualifications," spells out the qualifications for every job in a bowling establishment, and empha-

sizes that picking the right employee for each job is a time-and-money-saver.

In the class called "Break-Even Point of Your Operation," Blanks discusses how to determine the break-even point and how to find out, day by day, if an operation is making money — without waiting for the auditor.

Bowling leagues, the students hear, are the "backbone of the business," and they're told how to lengthen the league season for a guaranteed income. "Open bowling is dictated by whim," Blanks says, "while three-fourths of all bowling is leagues—industrial, fraternal, sponsored teams, numerous types. A recent survey by an industrial management organization among 240 companies showed that 94.4% selected bowling as their leading employee recreation. It brings executives and production line men to the same level, creating a greater *esprit de corps*."

There are also commercial leagues, housewives leagues, family leagues. There's even a league of ministers who call themselves the "Holy Rollers." Proprietors are told how to organize "lunch box leagues" to attract nearby workers, who can come in and, for a set price, get their lunch and a chance to "let down" during the noon hour—which has always been a particularly "dead" time for the bowling center.

During this session, Frank Baker, secretary-treasurer of the ABC, comes down from Milwaukee and gives a

special talk on what the ABC does for both bowler and proprietor, explaining further about league set-ups, structures, aims, etc. He says that there were 2,200,000 men bowlers and 55,000 leagues sanctioned by the ABC in 1957.

Blanks urges the students to develop open play bowling during slack times, and offers promotional ideas to get non-league bowlers into the establishments. "Telephone solicitation is the most successful sales tool yet found—if used properly with an appropriate message. This can fill up the mornings with bowlers, and early afternoons with housewives. Now some establishments have baby sitters without charge. We have solved the baby sitter problem for the industry with regularly established nurseries where the kids are kept happy while Mama bowls."

The technique of selling balls, bags and shoes is demonstrated. The class is shown how to sell and measure a person's hand for a ball, for "We know that people who *own* their equipment spend more money in your place of business."

Offbeat ways of bringing in business are described for the group. Members are advised to sell bowling on the local level with the idea that *anyone* can bowl. "In Kansas City we found that even mentally retarded children can be taught to bowl. It sharpens their perception and teaches them how to use numbers by keeping score. It is a fine rehabilitation program."

Blanks revealed that 47% of cities



AUTOMATIC pinsetter, a pretty tricky do-it-yourself gadget, comes in for two hours of examination during the school. That's little enough time to explore an item that costs \$8,800. Man with pencil is William Blanks, school director.

gift problem 1958  
 gift selection 1959  
 appropriate gift 1960  
 gift problem again 1961  
 another gift idea 1962

**SOLVED**

all at one time **NOW!**

—in a planned program that each year *steps up* recipient's appreciation, reminder-value of the gift and your good-will. Give a piece or set of lovely,

GOLDEN-HUED

*Dirilyte*

FLATWARE AND HOLLOWARE

Next year give another piece of Dirilyte to match or complement the first. Following year, another. Dirilyte is nationally advertised, known, wanted, and sure to be appreciated by the entire family. A *prestige* gift, useful, lifetime-lasting, always in style. Dirilyte Holloware needs no polishing. 100 items, wide price range. Special quantity discounts. Write on company letterhead for descriptive literature and prices, or to request business gift counselling.



*Dirilyte* is right for COMPANY GIFTS  
 AWARDS • INCENTIVES • PREMIUMS  
 GOLDEN ANNIVERSARIES

DIRILYTE COMPANY OF AMERICA, INC.  
 Kokomo, Indiana

over 100,000 are now including bowling in the school curriculum. Chicago's Joe Wilman, dean of tournament bowlers, has been the only man accepted by the New York Board of Education as a qualified instructor to teach the school system's physical education teachers how to instruct bowling classes. Wilman also directs the Brunswick "Certified Instructors School" where proprietors learn how to teach bowling properly.

Class members are instructed in the proper methods of advertising in their cities, how to use Brunswick sales aids and plan an advertising program. They also have a table of organization set up for them, showing that some operations are overstaffed and losing money while some are understaffed and in the same pickle.

John Routledge, Brunswick's director of public relations, tells the group how to build and keep a good relationship with people in the community and with the local press—"as much a part of your business as selling balls and bags. Create a social acceptance of bowling in your community. Make bowling look like the fun it is."

The grand finale comes when a bowling ball is awarded to the student who has taken the most notes—a prize that was deliberately not announced at the beginning.

Then, of course, comes "graduation," with each person receiving a diploma in a white leather folder.

In 1955 Brunswick executives had the idea of making a traveling road show of the school but abandoned the notion when they realized it would be almost impossible to fly the company men around the country for a two- or three-hour session. They decided to make it a permanent thing in Chicago, using the top echelon as lecturers and instructors, rather than sending second or third level personnel from place to place.

Do the proprietors and managers feel it's worth-while to travel hundreds, maybe thousands, of miles to attend the school?

One "graduate," an old-timer in the business who took the course as a refresher, wrote that if he'd known how it would increase his business, he would have "been willing to pay \$5,000 for the course." ♦

### Sales Executives Sold Short

Somebody's slipping. And it may be your salesmen.

A gathering of 484 business executives attending a recent Sales Executives Club of New York luncheon were asked, "How long has it been since you were asked to buy anything of consequence?"

On the average, a total of less than two salesman contacts apiece in person or by phone within the past six months were reported by the sales chiefs.

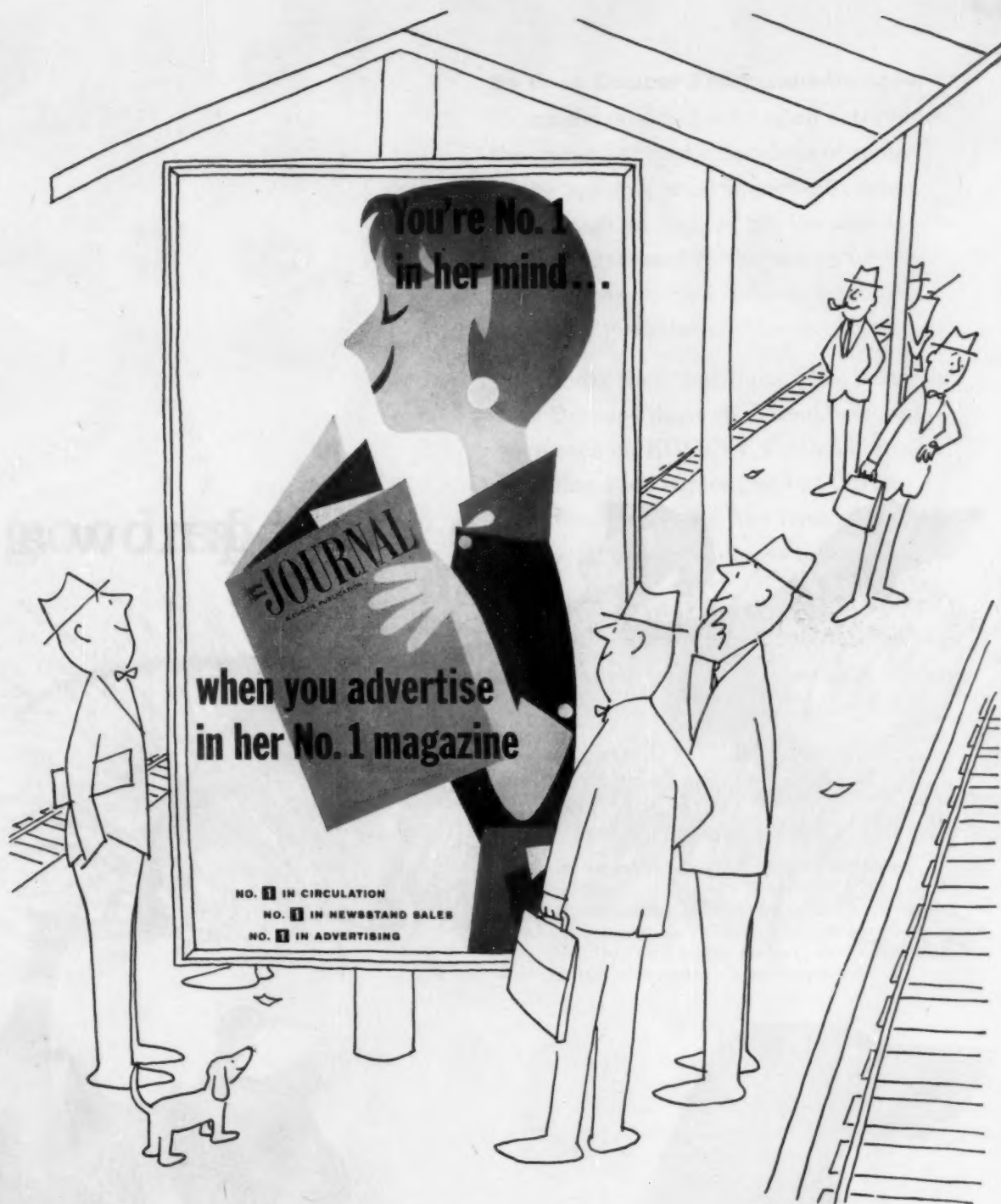
Yet these men indicated they were in the market to buy over \$3 million worth of goods and services.

Here's how the industries fared, with the number of prospective buyers compared with the number of actual sales contacts made in the past six months:

Encyclopedias—30 prospects, 74 contacts.  
 Insurance—138 prospects, 210 contacts.  
 Investments—198 prospects, 162 contacts.  
 Office appliances—64 prospects, 46 contacts.  
 Clubs or associations—90 prospects, 48 contacts.  
 Automobiles—188 prospects, 92 contacts.  
 Swimming pools—24 prospects, 10 contacts.  
 Real estate—78 prospects, 28 contacts.  
 Home improvements—168 prospects, 40 contacts.  
 Home appliances—224 prospects, 24 contacts.  
 Home furnishings—222 prospects, 20 contacts.  
 Color TV sales—66 prospects, 6 contacts.  
 Hi fi sales—124 prospects, 8 contacts.  
 Men's suits—296 prospects, 12 contacts.  
 Pleasure boats—62 prospects, 2 contacts.  
 Vacation tours—102 prospects, 2 contacts.

How about your salesmen? Are they also timid?





**W**hy are businessmen interested in Ladies' Home Journal today?

Because businessmen have noticed the way the Journal's circulation keeps climbing, breaking record after record. January, 5,722,000...February, 5,752,000 ... March, 5,881,000.\* And businessmen know that "reaching" millions of women is fairly simple—but

*influencing* millions of women the way the Journal does is quite another matter.

Today—more than ever—the Journal's wonderful world of women means *business*.

That's why, in the first quarter of 1958, advertisers invested \$6,558,207 in the Journal—an all-time high.

\*Publisher's estimate

"He must know a



good spot"

**So does Dancer-Fitzgerald-Sample.**

Its timebuyers' decisions often determine the success of spot campaigns of some of the agency's most important clients. A thorough analysis of market and station research gathered by the agency *and* by CBS Television Spot Sales is standard operating procedure for these experts.

No wonder then that, during the past year, nine Dancer-Fitzgerald-Sample accounts were seen on KOIN-TV, Portland (Ore.)... including such big-leaguers as Carter Products, Nestle, Sterling Drug, American Chicle, Peter Paul and Procter & Gamble.

Good spot to be in? Check with Dancer-Fitzgerald-Sample...or the 354 different national spot advertisers currently placing spot schedules on the 14 stations and the regional network we represent. Better yet, for complete details contact...

**CBS TELEVISION SPOT SALES**

Representing WCBS-TV New York, WHCT Hartford, WCAU-TV Philadelphia, WTOP-TV Washington, WBTV Charlotte, WBTW Florence, WMBR-TV Jacksonville, KMOX-TV St. Louis, WXIX Milwaukee, WBBM-TV Chicago, KGUL-TV Houston, KSL-TV Salt Lake City, KOIN-TV Portland, KNXT Los Angeles, and THE CBS TELEVISION PACIFIC NETWORK





# Proving Ground for Sales Ideas

Cunningham & Walsh creates a retail store setting to study and pre-test, for its clients, variety of elements that contribute to effective point-of-purchase operation.

Take a second look at the photos on these pages. They are not quite what they seem.

What you see is a sales laboratory. It's a model store newly set up at the San Francisco office of Cunningham & Walsh, Inc., advertising agency.

Here marketing men, account executives, "creative" men, or any combination of the agency-client promotion team may make pilot tests of display materials, label designs, product groupings, packages, or a complete dealer plan.

George Lichty, sales promotion director of C&W, San Francisco, explains: "The 'store' was installed to help us help our clients and their customers in as many ways as possible."

It is an answer to the so-often heard: "You know, I'd like to find out if—," voiced by one or another of the men concerned with the development of a marketing program. Lichty adds: "But he—or they—don't always get around to finding the answer to the 'if' simply because taking the problem into the trade would require so much time and effort."

"With the C&W store we can learn whether we should take the time and then, if we do, we *save* time by being able to go to the retailer with a fairly complete plan instead of a more general idea. The same holds true for all of the facets of display and label design, package shape and size testing. The C&W store is the first test area. Actual store testing is the ultimate test area."

There have been test stores before, but this one is different. It is not simply a display of client products. The C&W store has those. But it also has competitive items and other stock to give the illusion of sections. The installation consists of one full-size gondola and a standard shelf sec-

tion approximately six feet high and 10 feet long. Aisle width is the same as in standard grocery stores although narrower than in the newest super markets. While the model store is of necessity limited in size and departments, the duplication of actual in-store display conditions makes possible basic "on location" evaluation of point-of-purchase materials, sales promotion devices and sales ideas for clients, often before an actual presentation.

For example, there is a fairly good representation of cake mixes and baking ingredients. These, as related items, are stocked next to one another and the section as a whole has been located next to desserts. The shelf area is thus a pretty complete section of related items from desserts and dessert sauces, to cake mixes and baking ingredients.



Competitive products are stocked next to clients' products. This is how they are found in stores generally. One significant detail is that, within budget limitations, the C&W store is kept abreast of competitive promotions. If these involve package offers of some kind, the new stock is placed on the shelves. There is a similar handling of premium offers, contest



**DISPLAY IDEAS** of all kinds can be tried out in the sales lab, studied, criticized and strengthened before tests in real super markets. In the photo: Stanley T. Peterson, director of marketing for C&W, San Francisco, (left), and John P. Cunningham, agency president, visiting from New York.

**SHELF ARRANGEMENT:** Will it lure the shopper, stimulate her impulse to buy? What can be done to give a line the most favorable exposure and at the same time serve the retailer's interest in increased profits? C&W's model store stimulates constructive thinking on these key marketing questions.

◀ **OVERHEAD** signs can be tested for eye-appeal. Will they stand out? Here Peterson gets some friendly advice.



promotions or other PoP devices.

The store is a logical development, from the agency's view, of "this important function called marketing," to quote President John P. Cunningham. "Our marketing department," says Cunningham, "is set up to perform three broad marketing services: marketing strategy, product planning, and sales promotion." These are analysed by him as follows:

1. Marketing strategy — involves determining the character of the client company and what it expects to be, setting long-range objectives, and then figuring out how to reach them.

2. Product planning — covers the combined efforts of the agency and the client to get the right merchandise or service at the right price in the right quantities to the right place at the

right time. This also includes designing, testing, pricing, and packaging new products; testing and updating old products; developing co-ordinated lines and individual products; and product planning, including preparation of a product, line, or service up to the point where it is ready to be advertised, promoted, and sold.

3. Sales promotion — involves all of the activities that move goods to the user effectively, everything that can be used periodically to stimulate or speed up the movement of goods from manufacturer to consumer.

Fulfilling the requirements of these three functions calls for a great deal of field work on the part of marketing staffs, Cunningham points out. The C&W store does not eliminate the need for that field work, but makes it more effective. Let us see how, by taking a few examples of actual usage of the model store.

In the development of display material, it provides the opportunity to test on the shopping cart, over the wire, on shelves, in price slots, in mass display. Comments Stanley T. Peterson, director of marketing for C&W in San Francisco, "While the answers we find from this preliminary test are not final, they do serve to eliminate many errors in size, color,



**WHAT'S GOOD ON PAPER** may not work out in execution. Original setup of an Italian foods section for Contadina proved cluttered, unattractive. Much improved version spaced paste products between specialty items, was arranged for better label visibility. With Peterson (right) is George Lichty, director of sales promotion for C&W at the San Francisco office.

shape, type face and size before material is tested in actual grocery store surroundings."

In label design, the store permits testing of effectiveness, layout, color, and other details against a wide range of sizes, shapes and colors of other packages rather than making comparison only with the client's old label. The package will have to compete with all of these realities in its everyday store life "so we start it on the right path in our own office," observes Peterson.

### Getting the "Bugs" Out

"This is important because what we *think* about a label or design may dissolve completely in the face of what we find out about it after preliminary shelf and display tests within our 'store.'" From there, it can then be taken into the real store with more assurance and compared with other packages. It is possible to eliminate the "bugs" in design before expensive actual store tests or recommendations to the client. Time, effort and money are saved for all concerned.

In product groupings, the store affords substantial help. For example, C&W have a client who makes a full line of Italian foods from antipasto to spaghetti sauce. For this line of products, C&W is able to determine whether it is better to test the line as a section, or to have each item stocked

in the standard sections for that kind of item. Questions that may be asked and tested: "Should antipasto be stocked in the specialty foods section instead of in the Italian foods section we would like to set up?" Or: "Is it practicable to add other items to the Italian food section which, although not made by our client, would conceivably belong in our section and thereby return greater profit to the retailer?" For instance, dry paste products of other manufacturers could be stocked (if this idea is proved valid) along with the client's canned spaghetti sauces and his tomato paste.

This pattern of experimentation might indicate opportunity for increased sales and profits on many related items in the model store as well as items in the client's line. For, the objective is to help the client's customer — the dealer — as well as the client.

No buying tests are conducted in the C&W store. Peterson explains: "In our studies of line groupings, the addition of related items and such problems, the store serves to give us an idea of what shelf space would be required for the line groupings. Then it shows us what additional space would be required for related items and whether or not it is a good idea to put them in. It shows us how to suggest groupings of our items with the related items; shows what could happen if we began to make the neces-

sary stock shifts to build the section as we envision it."

Peterson adds: "Once we have some idea of the problems surrounding such a recommendation, we can go into a test store with a real plan of operation. We can take another plan into another store and, from these, begin to find some answers which will pave the way for larger, more comprehensive tests."

### "Stock" Disposal

What are some of the difficulties of maintaining such a store, involving a large number and variety of items? One is what to do with "old" merchandise. About 50% of the original stock in the model store was donated by clients. This merchandise, if labels become torn, soiled or out-of-date, is turned over to the office for use in the testing kitchens; or, in the case of paper items, to the agency's coffee room and kitchen. If a food product has been changed (over and above label or package size or shape) the old stock goes to a charitable agency.

When merchandise has been purchased out of the agency's "store" budget and an overstock develops or labels or packages are damaged, this merchandise is sold to C&W employees at cost. In this way, the "store's" stock budget is kept in fair balance.

There is a plan for stock rotation. Present locations of merchandise are not considered permanent. Certain specialty items may now occupy space on the gondola and later be moved, for test purposes, to the shelf area. Or stocks may be moved from convenient reaching height to bottom shelves. Many different stocking tests are made, each designed to find out what happens to package appearance, display effectiveness, stocking time, visibility, convenience or lack of convenience to the shopper.

Peterson points out: "We can test the logic of putting a high profit item near or next to a fast turnover item, whether or not they are related in service or usage."

The agency believes that the store will prove a money saver for its clients by making possible controlled pre-testing to iron out the more obvious bugs. It will not do away with the actual tests, "each of which is essential when your client is faced with sizable expenditures in the design and production of all of those elements which serve to make his product stand out at point-of-sale: appeal to consumers, ability to compete with other items, return of greater profit to the retailer — either in unit pricing or faster turnover of each dollar of his investment." ♦

### Who's Radical?

A salty and opinionated character named Humphrey Smith who writes dealer bulletins for Heydeys Shoes, Inc. delivered himself of this observation in his March mailing:

"... a lot of people are using up a crying towel a day because they ain't doing so good.

"If they'd do one thing about this ... I believe they'd think different. Make a comparison of themselves. There's three ways to do it:

"No. 1 is to compare yourself with the rest of your own industry.

"No. 2 is to compare yourself with the economy generally.

"No. 3 is to compare yourself with yourself.

"If you compare with the industry and show up good, you are called a radical because you aren't like the others.

"If you compare with the progress of America and show up good, then the shoe industry becomes a radical for the same reason.

"But if you compare your results this year with last, and do what is necessary to see that they grow each year, then all you will do is make money for the rest of your life.

"Since the world is moving fast, and changing from day to day, the man constantly changing is normal. The man who does not change is radical ... is what I allus say."



# Detroit Means Business...

**THE DETROIT MARKET** is the six-county trading area. That's where four million people live, work, buy. That's where the business IS—and that's where 97% of The Detroit News' weekday circulation and 90% of its Sunday circulation GOES!

**NO OTHER DETROIT NEWSPAPER GIVES SUCH SATURATION PENETRATION** of this profit area, where retail stores do five billion dollars business yearly.

If you want **MASS COVERAGE** of this **MASS MARKET**, among people of all income levels, you must use The News. Because The News is more productive it carries more total lineage than both other Detroit papers combined. Such overwhelming preference for **ONE** newspaper is unique among the major markets of the nation!



Detroit's 6-county trading area is the source of 98% of the total retail business done by Detroit stores.

## The Detroit News

Now! Highest Circulation In History — Weekdays and Sundays

**Eastern Office**... 260 Madison Ave., New York  
**Pacific Office**... 785 Market St., San Francisco

**Chicago Office**... 435 N. Michigan Ave., Tribune Tower  
**Miami Beach**... The Leonard Co., 311 Lincoln Road

## THE SCRATCH PAD

By T. Harry Thompson



Surveys made this month come under the head of May polls, obviously.

To me, modern art looks like cirrhosis of the liver in Technicolor.

A sister-in-law in Chicago says she felt no better after a transfusion following a bout with lobar-pneumonia; thinks maybe they gave her *tired blood*!

Bert: "In Greek mythology, what did the swan say to Tyndareus?"  
Myrt: "Take me to your Leda."

Now I know why they call it "dead storage." Getting our duffel out after four years in the catacombs, much of it looks like something dredged-up from *H.M.S. Bounty*, now soaking in five fathoms of brine off pitcairn Island.

Add similes: "As rare as a Japanese bunion."

Milt Atkinson, Jr., district s.m. of American Airlines, sends his father's version of the flea-story, which I like better than the Cryptogram one:

A fly and a flea in a flue  
Were imprisoned, so what could they do?  
Said the fly: "Let us flee!"  
"Let us fly!" said the flea.  
So they flew through a flaw in the flue.

Slob: A person who abandons a shopping-cart two blocks or more from the store.

Idiom's Delight: "You've got it made with Heublein Cocktails" was a bright use of a current idiom.

Some day, a patient photographer will snap a seagull perched on a bell-buoy and caption the print: "Buoy meets gull."

Bell Telephone System can't seem to decide whether its television-show is "Telephone Time" or "Telephone Story." The camera fades from one title to the other.

Writes Gaylord Container's Gordon Hertslet: "Dear Harry: Here's a memo from the g.s.m. of WPEN. Does he show a PEN on the memo? No! He shows a pencil. This worries me. Best regards."

Why sugar-refiners age early: "Give your figure a coffee-break. Sweeten your coffee with Sucaryl."

A railroad tries riming: "For ship-

ping steers, or shears, or chandeliers, the better way is Santa Fe."

On bent tooth-brushes, I get their angle; but, like Seagram's 7, I prefer mine straight.

Reader Merle Ostrom, v-p of *The Stroudsburg Record*, has called it a day; settled for a ranch-type in Bayshore Gardens, Bradenton, Fla.

In his book, *Sparks Off My Anvil*, published posthumously by Harper, Jim Adams said something I have long contended: "If you have talent to start with, it is easy to learn the surface-aspects of advertising; but it takes years to learn enough about *people* to use that knowledge to the best purpose."

No musical TV program is complete these days without two stools brought downstage, and a duet between the featured singer and the guest-star. Monkey see, monkey do!

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## Sentinel of the Night

Back there along the line somewhere, I put that headline on a page for the Bell Telephone System.

The thought is as valid today as it was then.

The telephone is not just an armored guard in that castle every man calls home. It is far more versatile.

It can summon a doctor, a policeman, or the fire-department when terror strikes, any hour of the 24. It is a mute witness when a sob vibrates into the night.

In joy or sorrow, it is the next best thing to a handshake or a hug.

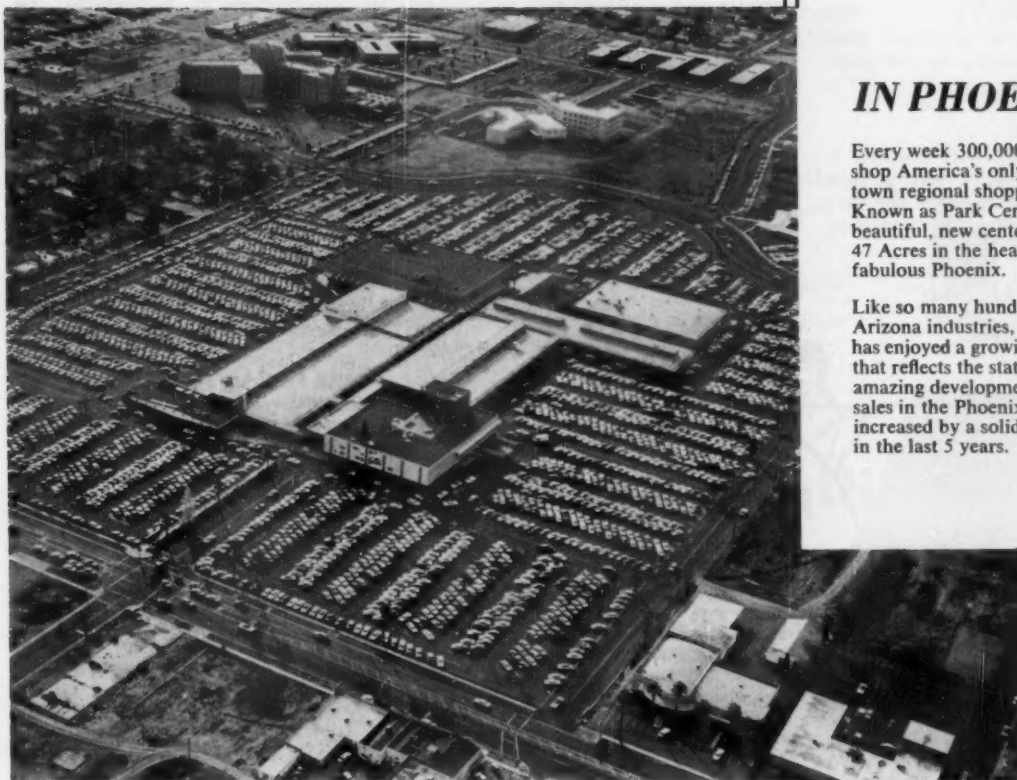
This past winter, when temperatures were down to six Fahrenheit, we were scheduled to move into an apartment. The movers, oldest and largest in town, telephoned that they were grounded . . . couldn't get their vans out of the garage for loading.

Snowdrifts and abandoned cars blocked those leviathans, yet the telephone-call came through as handily as it might in mid-June. It was that experience which triggered this encomium.

How, I wondered, did advertising and selling and business in general get along before Alexander Graham Bell?

As an instrument of communication, the telephone is irreplaceable. As a Sentinel of the Night, it is priceless. As a friend in need, it is without equal.

Humbly, I hymn the telephone!



## IN PHOENIX...

Every week 300,000 customers shop America's only downtown regional shopping center. Known as Park Central, the beautiful, new center occupies 47 Acres in the heart of fabulous Phoenix.

Like so many hundreds of other Arizona industries, retailing has enjoyed a growing prosperity that reflects the state's own amazing development. Retail sales in the Phoenix area have increased by a solid 33% in the last 5 years.

## IN ARIZONA...

everything grows better under our famous sunshine! First in percentage growth of life insurance, Arizona also leads the nation in percentage growth of bank deposits, manufacturing employment, personal income, mineral production and the value of farm products. Arizona is second only to Nevada in percentage growth of population. The state has doubled its population since 1947 . . . and all signs point to doubling it again before 1977 comes round!

You can reach 60% of all Arizona families in

**THE ARIZONA REPUBLIC**

**The Phoenix Gazette**

Arizona's largest morning and evening newspapers



## EXECUTIVE SHIFTS IN THE SALES WORLD

### Underwood Corp. . . .

David H. Burrell promoted from general sales manager to vice-president of marketing.

### Haloid Xerox, Inc. . . .

Homer T. Hirst, sales manager in charge of branch sales, elected vice-president in charge of sales. C. Peter McColough promoted to marketing manager.

### Willys Motors, Inc. . . .

Paul J. Steil, formerly controller, elected to newly-created post of vice-president and manager of domestic marketing operations. C. W. Moss appointed v-p and general sales manager, Willys Sales Corp., a subsidiary.

### General Foods Corp. . . .

Gerald E. Caldwell has been named marketing research manager for the Maxwell House Division.

### Chadborn Gotham Sales Corp. . . .

James Daniel joins company as sales manager of general sales force

for Larkwood and Gotham Gold Stripe hosiery and lingerie division.

### Robertshaw-Fulton Controls Co. . . .

A. W. Beck promoted to vice-president in charge of marketing for the entire organization. Duties of sales manager at Grayson Controls Division assumed by H. F. Jacobs-meyer.

### Bell & Howell Co. . . .

Peter G. Peterson will assume newly-created position of executive vice-president.

### Vanity Fair Mills, Inc. . . .

Robert G. Derx elected vice-president in charge of marketing; Charles A. Burg named v-p, sales.

### Sperry Rand Corp. . . .

Kenneth R. Herman succeeds James H. Rand as president of Remington Rand Division.

### Stanley Home Products, Inc. . . .

Foster E. Goodrich, sales vice-president, advanced to first v-p and director of sales, a new office. Also named vice-presidents: Charles C. McPherson, marketing and merchandising, and William H. Naylor, general manager.

### American Marketing Association . . .

Robert T. Browne, director of marketing development for Pillsbury Mills, Inc., elected vice-president of newly-formed Marketing Management Division of AMA.

### Stouffer Corp. . . .

Dana Hill named marketing director of the frozen cooked foods division of this food and restaurant organization.

### American Machine and Metals, Inc. . . .

I. Newton Becker elected to newly-created post of executive vice-president.

### Midland-Ross Corp. . . .

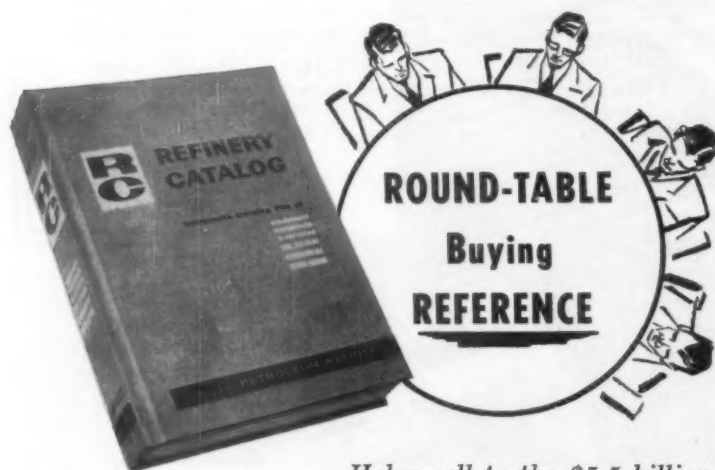
J. L. Adams appointed to the position of director of sales of the Owosso Division.

### American Latex Corp. . . .

Lewis C. Pape, former general sales manager of American Latex, became general sales manager at Dayton Rubber Co. Replacing him in American Latex post is William N. Cargile.

### Stylor Corp. . . .

Charles H. Abbott appointed vice-president of marketing.



*... Helps sell to the \$5.5 billion  
Refining-Petrochemical Industry*

Purchasing in this \$5.5 billion annual market is a group activity, involving the recommendations of many key men. In addition to design or project engineers, the entire round-table of decision makers is covered by selective distribution of **REFINERY CATALOG**, to some 98% of the industry's known buying power at more than 8,500 buying locations.

**REFINERY CATALOG** fulfills a recently surveyed preference of 8-to-1 for a single buying reference over individual suppliers' literature. Through a quarter-century of usage, buyers have developed the habit of looking first in **REFINERY CATALOG**.

Now is the time to put your catalog in the annual **REFINERY CATALOG** . . . on call 24 hours a day at the points of use—and sale. Reservations now being accepted for next edition, which closes August 15th.

Write today for Fact Book, which shows how your present catalog can be conveniently pre-filled in **REFINERY CATALOG** at a cost comparable to your present cataloging budget.

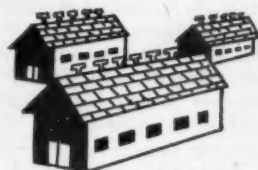
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## Gripes About Drop-Shipment Policies

### BY DISTRIBUTORS



Manufacturers are setting up their own branch warehouses at a "terrifying rate"

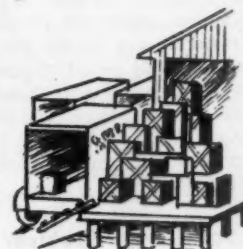
"We are suckers for inventory"

### BY MANUFACTURERS

Pioneering can be lonely. (One maker lost business, was forced to rescind policy of lower discount to non-stocking distributors)

Direct shipment to consumers is increasing

Consigned stocks permit some distributors to carry larger inventories than territories warrant



## Continuing Headache on Discounts

By LOUIS H. BRENDL,  
Merchandising Director,  
James Thomas Chirurg Co., Inc.

Probably the most common gripe of manufacturers is that their distributors do not carry sufficient stocks and, as a result, call upon them to ship too many orders direct to the distributor's customers. They rightfully contend that in many cases when this procedure is followed the outlet functions as a *broker* and, to a degree, ceases to be a distributor.

Even though manufacturers report that "there has been an increasing trend away from these stock services"—distributor associations have gone on record to the effect that their basic function is to provide local stocks. Here are some quotes from a booklet published jointly by the National Industrial Distributors Association and the Southern Industrial Distributors Association:

"Local off-the-shelf availability is the No. 1 consideration with buyers of many standard products regularly sold by Industrial Distributors."

"Whenever a piece of equipment, a tool or a supply item is needed, the Industrial Distributor is on the job . . . often in a matter of minutes in case of an emergency."

"The average Industrial Distributor (actually an industrial products department store) maintains a stock inventory in excess of \$300,000."

**"CUTS INVENTORY COSTS"**  
—The Industrial Distributor is an assembly point for many products at

the local level. These stocks serve as a reserve against your (the maker's) fluctuating needs . . . a safety valve at no additional cost."

The above statements are confirmation that the legitimate distributor recognizes his *responsibility* to "maintain local stocks." It's well known that these distributors who invest their money in stocks resent the encroachment of brokers with "their office in their hat" and little or no stock at all.

Yet one New England distributor has this to say: "Many manufacturers actually promote the fact that drop shipments are available without penalty. A blurb sent out by Blank Company on their coolants right now includes, 'We dropship anything over five drums; you can operate out of our inventory.'"

He continues, "The fact remains that many of the national accounts set up their own branch warehouses at a terrifying rate, do not operate them at a cost comparable to the spread offered the distributor—and who can blame the distributor for using their inventory when they set it right on his doorstep. In Chicago practically every manufacturer in our business has a branch warehouse. This makes it possible for the manufacturer to have at least 20 distributors in the local area, and even though he may make like a bellyache about the dis-

tributors nickeling him to death, there's a bit of window dressing involved. Generally, among vendors who are on our side, minimums for direct shipment are increasing either by weight or number of dollars. And because we are suckers for inventory and maintain that our maximum profit is available on orders which are received in the morning, delivered the same day from our stock, and billed immediately, we do not object to this trend."

Here's what J. F. Spaulding, v.p.—general sales manager of The Black & Decker Mfg. Co., maker of electric tools, reports on the subject of direct shipments versus off-the-shelf-distributor sales:

"Some time ago we established a discount with a 5% differential applying to direct shipment of our products to customers."

"We felt—and our better distributors concurred—that a charge for direct shipment was well in order. As a matter of fact, it costs us more than 5% to make a direct shipment, and from actual surveys, it costs a distributor somewhere from 5-7% to bring material into stock and redistribute it."

"Approximately a year ago we set up this new policy and it has proven to be very successful."

"The sincere distributor likes the idea and the only criticism we have

had at all has been from some accounts that depend primarily upon the manufacturer to perform this function for them; but they have been in the minority by far."

F. T. Turner, assistant sales manager of The Osborn Manufacturing Co., large maker of industrial brushes, reports:

"Our regular discount to preferred distributors applies on all shipments, regardless of size, to the distributors' warehouses and on all shipments having a net value of \$50 sent direct to distributors' customers. All shipments, having a value of less than \$50, sent direct to distributors' customers, carry a 5% higher cost.

### The Small-order Problem

"The primary purpose of this 5% penalty on small orders for direct shipment is to encourage the distributors to carry an ample stock of our products in their warehouses. The secondary purpose of this 5% differential is to eliminate, if possible, small orders for direct shipment to customers both on the part of the customer and the distributor.

"This discount arrangement has been in effect for approximately five years, and, while we had occasional complaints about it at first, we have very few now. We believe that it has accomplished its purpose in encouraging distributors to carry larger stocks of our products and has also encouraged the distributors to secure larger orders from customers desiring the merchandise to be shipped direct."

Tube Turns, large manufacturer of welding fittings, recently established new discounts on carbon steel welding fittings of 20% or 25% (depending on size) for shipments into distributors' stocks and 5% (for all sizes) on shipments direct to users. In the announcement letter, J. E. Chumbley, Jr., v-p and general sales manager, said, "This new policy is designed to strengthen your position as a stocking distributor of welding fittings."

But, as history has so many times shown, it is not always easy to correct an evil—sometimes it takes the forces of right a long time to triumph.

A splendid example of this occurred last year when a leading electrical manufacturer courageously attempted to rectify the spread of the brokerage non-stocking type of electrical "distributor" by lowering the latter's discount on direct shipments to approximately 10% below that allowed for shipments into a distributor's stock.

This bold step met with immediate favorable response throughout the

electrical industry. *Electrical Wholesaling* and other electrical trade publications commented on it approvingly in their editorials. This much-needed policy was lauded publicly by national associations of electrical contractors and also electrical distributors.

Yet despite the praise and citations, the manufacturer found that pioneering can be lonely. For competitors had not followed the example of this leader, commendable though it may have been. The result was that distributors sent their orders to competitors who gave the same discount on direct shipments to consumers as on orders for distributors' stocks, and the pioneering manufacturer was forced to abandon his praiseworthy attempt.

Orders which are entered for direct shipment to customers are not necessarily a bowl of cherries for the distributor either; for, as one distributor says, by the time he has expedited three times on an order he's lucky to break even.

### Direct Shipment Has Increased

Manufacturer claims that direct shipment to consumers is increasing are confirmed by official distributor association figures. These figures indicate that one "distributor" handled 80% of his order-volume by shipments direct from manufacturers to his customers. In 1956, distributors doing less than \$500,000 averaged 27% of their sales as direct shipments to their customers from manufacturers; the figure was 16½% for distributors doing between \$500,000 and \$1 million; 19.6% for those doing between \$1 million and \$2 million;

### Competing for Minds

"In 'South Pacific' there is a hit song: 'There is Nothing Like a Dame.' In public relations practice, I should like to submit the paraphrase: 'There's nothing like an idea.'"

Public relations to succeed, must have ideas—the brighter, the fresher, the more original, the better. The competition for people's attention on an ever-increasing variety of fronts has probably never been greater than at this moment; hence, ideas have to be really good if they are going to compete in today's world for people's minds."

Stanley Baar, president  
Barber & Baar Assoc., Inc.

and 20% for distributors selling over \$2 million. We are casually told by some mid-western distributors that percentages around 60 are prevalent, while a friendly Connecticut distributor reports his figure at 15%.

Another area where manufacturers have been attempting to tighten up on distributors is in the elimination of a multitude of small orders. Cost studies indicate that the average cost for some manufacturers to process an order is as high as \$15.

One survey disclosed that 47% of the orders one manufacturer received from his distributors for their stock were for less than \$20 list value. By instituting a special quantity discount program, he reduced this percentage from 47% to 26% in a single year—an improvement of 45%. Under quantity pricing, distributor profit margins are greatest when these small orders are filled from distributor stock which can be ordered in quantity at lowest cost.

One maker of furniture hardware became so provoked with the small order problem that a few years ago he had some cards printed saying he could not afford the expense of processing an order that small—that he would send the products for free this time but to please NOT send any more orders for less than \$10 list.

Makers of electrical timers and electrical controlling devices (sold mainly to original equipment manufacturers) are combatting the *direct shipment* and *small order* problem by sliding scale discounts based on the quantity ordered. The discount becomes more favorable as the quantity increases.

### Is Consignment On Way Out?

Electrical manufacturers recently ended their policy of furnishing consigned stocks of conduits to electrical distributors. At first this change was not approved by all distributors but as they've had a chance to become adjusted to the idea they are accepting it in increasing numbers. Many manufacturers and distributors agree that by eliminating consignment the established distributors will become more firmly entrenched while weak ones will become more insecure.

Reasons stated by individual manufacturers for ending consignment of conduit:

1. Consignment gave unsound distributors an unfair advantage over reliable distributors.
2. Consigned stocks prevented manufacturers from realizing a satisfactory turnover on inventory.



3. Consigned stocks encouraged some distributors to speculate by putting in more stock in anticipation of a price increase than they might have if they had been investing their own money.

4. Consigned stocks permitted some territories to carry larger inventories than their markets justified.

There's a current trend to force the distributor to carry adequate local stocks so that he may effectively service his customers. It's based on the conviction that responsible distributors are able and willing to maintain these stocks and to finance these inventories—and that our economy can get along without those distributors who are unwilling or unable to conform.

### Discount Is Tied To Stock

Discussion of this problem has disclosed agreement between manufacturers and "legitimate" stock-carrying distributors that the distributor who stocks is clearly entitled to a larger discount than the distributor who does not stock. The distributors point out, however, that the distributor who habitually stocks a manufacturer's output occasionally requires a direct shipment from the manufacturer to the consumer either to save time or because the particular product is one on which there is not enough demand in his area to warrant stock. They contend that there is a distinction between the distributor who habitually stocks a manufacturer's product and is, therefore, entitled to the maximum discount, and the distributor who never has any real intention of stocking the manufacturer's product either in whole or in large part and who, therefore, is not entitled to the maximum discount.

They believe that if manufacturers would recognize this distinction by means of a differential in discount (as does a leading tool maker), much would be done to eliminate the manufacturer's relatively high cost of handling direct shipments.

They suggest that another device would be effective: a quantity price structure which offers maximum discount only to the distributor who provides a quantity order for shipment to one destination at one time.

Leaders on both sides of the fence hope to see the day when all manufacturers selling through industrial supply distributors will employ both a quantity price structure and a differential discount to stocking and non-stocking distributors. ♦



"This is *nothing* compared to the way MPA\* covers buyers in the Heart of Industrial America."

\*Midwest Purchasing Agent

See SRDS, Class. 70A, or write:  
Penton Bldg., Cleveland 13, O.



## You Can't Sell the Whole Buffalo Market without this Coverage

There are 9 cities in Western New York, with populations ranging from 9,415 to 101,022, beyond the limits of ABC Buffalo. They are important, self-sufficient communities housing 87,009 families which must be sold for the success of merchandising programs centering in Buffalo.

The *Morning Courier-Express* has 47.4% more circulation in these 9 cities than

any other Buffalo newspaper. The *Sunday Courier-Express*—the state's largest newspaper outside of Manhattan—has 144.3% more.

You can't sell the Buffalo Market completely without this coverage—one of many reasons why your advertising belongs in the *Courier-Express*. Use the daily edition for economy—Sundays for saturation.

ROP COLOR available both daily and Sunday

## Buffalo Courier-Express

Western New York's Only Morning and Sunday Newspaper

Member: Metro Sunday Comics and  
Sunday Magazine Networks

Representatives:  
Scolaro, Meeker & Scott  
Pacific Coast:  
Doyle & Hawley

POWERCAR CO., 255 Willow St. Mystic, Conn.

**Sensational  
for  
Sales  
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**BIG** ✓ *Junior's*

Other make  
available

Name it...

RELATIVE  
PRINTED  
SPECIALTIES:  
inserts, wrappers,  
bands, shelf strips,  
coupons, booklets  
STAMPS & SEALS:  
fund raising,  
trading, premium,  
approval,  
promotional, safety  
LABELS:  
product, price, name

**LABELS:**  
packaging, special offer, dealer aid, pricing, mailing, shipping, advertising

**TYPES:**  
any size, shape, color,  
or adhesive... for any  
product, service,  
purpose, or surface

**FORMS:**

**FORMS:**  
roll, flat, padded,  
carbonized sets, di-  
cut, fan folded,  
embossed

**APPLICATIONS:**  
gummed, ungummed  
pressure sensitive  
heat seal

Free Design Service  
Send for Idea Kit!

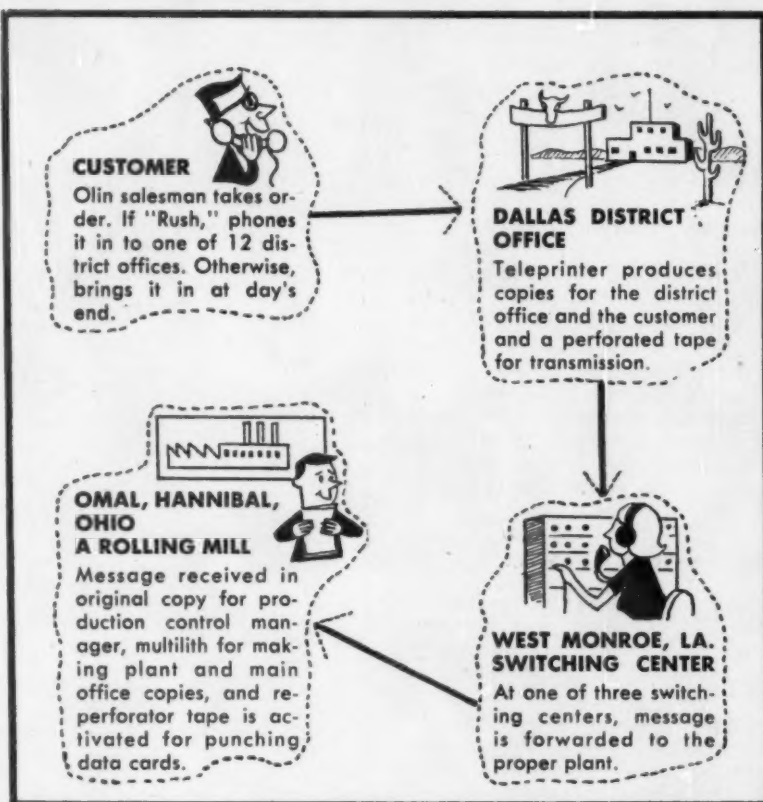
**You got it!**



Next time you need printed specialties—in a hurry—Mr. Shaw, our sales manager, is your man. He'll help plan your job... and hustle it through our modern multi-process plant. Our art studio, typography shop, engraving plant, binding and craftsmen and 80,000 sq. ft. of specialised equipment are at your disposal. Satisfaction guaranteed... on-time deliveries.

EVER READY

**Creative Printed Specialties**  
10-L East 49th, N.Y.C. 17  
PLaza 1-3040



The company set up the system in three steps: The sales department and corporate forms and procedures group devised the forms. A second team, headed by the manager of communications, worked on the transmission of the data. Members of the personnel department worked with the supervisor of training to train the operators used in the system. ♦

# Let United help crowd your next convention these five ways



1. **United's route** covers 80 cities coast to coast, many popular convention centers—even offers direct service to Hawaii.
2. **United's luxury Red Carpet\* flights** pamper your members, make travel a treat they look forward to!
3. **United's low-fare CUSTOM COACH Service** brings out the crowds with budget fares that include delicious hot meals, DC-7 speed, and "stretch-out" comfort.
4. **United's all-radar-equipped fleet** means smooth, dependable flights, more on-time arrivals.
5. **United's service** is personalized for your members' benefit, includes travel planning for them, and promotional aids for you to help spark attendance.  
Full details on United's convention service is yours for the asking. Call your nearest United office. Or write M. M. Mathews, Mgr. of Convention Sales, United Air Lines, 36 S. Wabash, Chicago 3.



**P.S. Two other United services for the convention planner:**

- **reserved air freight** guarantees space for shipping all your convention material economically.
- **post-convention tours** at low prices are available to popular vacation spots from New England to Hawaii.

\*Red Carpet is a service mark owned and used by United Air Lines, Inc.





## You Can Turn Kids Into Businessmen

Looking for diversification? A way to help your company—and possibly all business—in the years to come.

Try this. Become a sponsor or adviser of another company, a company run by kids in the nation-wide (210 communities) Junior Achievement Program.

Junior Achievement is a non-profit, educational organization which offers young people the opportunity to gain valuable and practical pre-business experience by organizing and operating their own small-scale businesses. They are guided by volunteer advisers from business and industry.

J.A. manufactured products range in size from earrings to furniture for the home (TV chairs and tables and barbecue grills). Sometimes the youngsters come up with a new use for an old product. One West Coast J.A. group made a shock-proof, drop-resistant trouble light. For the rubber casing they used the working end of a bathroom suction pump. It worked and sold.

J.A. companies are basic units. The boys and girls comprise the board of directors, the labor force, the sales force. They elect company officers and decide what product the company will produce. The amount of working capital their firm will need to begin production is determined. Then they sell capital stock (at 50 cents a share) to parents, friends, and others. Average capitalization is about \$100.

When the company has raised its capital, a bank account is opened and raw materials are purchased. The company applies for its J.A. charter, pays rent (usually \$3 a month), and buys the small tools it needs. Shop machinery is leased from the J.A. organization by a deposit of capital proportionate to the value of the machinery used.

The company makes the products and sells them on the open competitive market. The youngsters decide on their wages and commissions. Com-

plete books are kept. And average gross sales of J.A. companies are \$300.

Organized in September and October, J.A. companies deliberately go out of business in May. Inventory is sold, all debts paid. If the company has been profitable—and most of them are—the stockholders receive their investment back along with a liquidation dividend. If the ink is red, company assets are pro-rated among stockholders. Each company issues "annual" reports.

### You Can Help

Now here's where you come in—or should. Each J.A. company has three adult advisers who guide and counsel. Each adviser has one of these functions: business advising, production advising, or sales advising.

The advisers are most active when J.A. companies are organizing themselves. Later the advisers step into the background and let the youngsters run on their own. Advisers are employees of a "Counseling Company." These "firms" include some of the best known names in American business and industry. They range in size from huge multi-plant corporations such as General Electric, Chrysler, U.S. Steel, General Motors, Ford and Westinghouse to small enterprises such as a local catering firm and a camera shop.

There are many businessmen vitally interested in this "personalized diversification." But according to Junior Achievement officers, there could be many more. They call the J.A. program "a purposeful activity which attracts far more youngsters than can be accommodated by present facilities." (58,000 teenagers now participate through 3,600 J.A. companies.) In some cities more than twice as many youths want into the J.A. program than can be accommodated.

That means a great many youngsters across the country are interested in sales, production and management

now. With the right leadership and advice from members of the business community, they will be even more interested in business when they become old enough to become a part of it. And they will be better trained.

To help train and interest them, you can spread your company's wings and join the Junior Achievement movement as an adviser. To do this, call or write your local Junior Achievement office. Or write:

Joseph J. Francomano  
Administrative Vice President  
Junior Achievement, Inc.  
500 Fifth Avenue  
New York 36, N. Y.

National Junior Achievement operations are supported by contributions—a better term may be investments—from American industry. National treasurer is Roy W. Moore, president, Canada Dry Ginger Ale, Inc. Chairman of the J.A. board is S. Bayard Colgate, director, Colgate-Palmolive Co.

They're not in it for play. Neither are the kids. The youngsters meet and solve problems that perhaps you yourself have faced on a much larger scale. Here's an example:

The members of a Fort Wayne, Ind., J.A. firm were so certain their product would meet with enthusiastic consumer reaction that they manufactured 300 units of their aluminum phone book covers before making a single sale. Then they discovered that a better phone book cover was distributed by the telephone company.

With all of their capital tied up in the 300 completed covers, the firm was caught short in its over-confidence. The kids decided to find another use for the product. They manufactured a memo pad, salvaging most of the material used in their completed covers.

By the end of the program year, the firm led all the J.A. companies in Fort Wayne in sales and profits—their confidence in themselves paid off in the cash register. ♦

Congress has voted favorably on a major recommendation of the bipartisan Hoover Commission for a more businesslike budget procedure.

# THANKS... AND WELL DONE!

**SALES MANAGEMENT**, a member of **BILL BROTHERS PUBLICATIONS**, expresses its appreciation to all who supported the Hoover Commission recommendation for modernized federal budgeting.

Congratulations to the senators who unanimously passed S.434 and to the representatives who overwhelmingly voted for H.R. 8002.

One victory can lead to another... let's keep the ball rolling for more efficiency and economy in government!

## What next?

There's other work to be done, as has been noted in these messages. Your continued support is needed.

Target recommendations for this year include (1) a Congressional declaration against needless and costly government competition with private business; (2) modernization of federal personnel proce-

dures and establishment of a senior administrative career service; (3) unified procurement and management of common-use Defense items under civilian control; and (4) coordination of the nation's complicated federal medical programs.

Readers who have already sent for literature (see coupon below) will be informed as additional Hoover Commission recommendations come before Congress for action.

If you have not yet signed up for the background information we invite you to do so at once on the coupon below. There is no cost, no obligation other than your own desire to help in the campaign for more efficient, more economical Federal Government.



## SALES MANAGEMENT

A BILL BROTHERS PUBLICATION  
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## SALES MANAGEMENT

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Yes, I would like to receive, without obligation, a membership card for the *Citizens Committee for the Hoover Report* and a copy of the *Committee Member's Handbook*, *Reorganization News*, and other current cost-cutting legislative information.

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state \_\_\_\_\_

# **We Pioneer the Market — and Get Our Share of It**

- D. W. Onan is not generous to competitors, just practical
- Once the company sold mostly to farmers; now it's in many markets, and volume is far greater
- Advertising plays a key role in market development

**By H. W. HASCALL**  
*Vice-President, Sales,  
D. W. Onan & Sons, Inc.*

Building new products for industry—thus opening up a sales field in which our competitors eventually share—has for more than 10 years been one of the better business developers for our company.

It works like this:

We find out what it is that industry needs and that D. W. Onan & Sons can incorporate into our line. We engineer and produce the product. We put it on the market and, eventually, we watch our competitors scramble for a share of the new sales.

Generous to the competitors? Not as generous as it sounds. The advantages that are gained by being the leader in the field pay off in sales and profits. By working closely with the user as the market develops, we build a product that more closely meets his needs. It gives us a chance to write specifications and we build up our reputation for "know-how."

While developing a new product gives Onan the "pole position" in the sales race, we depend on the quality of our units, competitive pricing and a parts and service organization all over the world, with factory trained technicians, to keep us out in front.

The proof?

Onan sales of only about 30 years ago, when we built generators for farmers, resort owners and home cabin builders, ran about \$50,000. Up until 1948, exclusive of military production we depended heavily on the farm

business. Now we reach many markets. Last year's gross ran well into the millions and we expect to increase that gross for this year.

To develop a market for a new product, you first have to know, of course, what product is needed. Onan finds this out in various ways.

We have, for instance, what we call "lost business" reports. They come principally from distributors and our zone managers, who note briefly what they could have sold if that produce had been included in our line. These reports are carefully studied, catalogued and often the entire distributor field is circularized by questionnaire to determine the extent of the market.

For example:

Our western zone manager reported that an electric utility was using one of our direct current plants to keep truck batteries up in the field.

## **Who's Onan?**

D. W. Onan & Sons, Inc., headquarters in Minneapolis, Minn., builds gasoline and diesel engine electric generating plants, separate generators, air cooled gasoline and diesel engines; controls, and has distributors throughout the United States and Canada and in most foreign countries.

The utility was pleased with the results. The truck engine did not have to be used to keep up the batteries, so expensive maintenance cost was reduced; and gasoline mileage was better than doubled since the engine was used only in traveling.

But the zone manager also reported the utility would like alternating current power in addition to the high direct current, to operate power tools. He said there was a large market for such a unit. Result: We produced a small unit that provided high DC as well as AC power for lights, motors and tools, and also provided the heated cooling air for warming the interior of the cab.

Word about this "packaged power" for mobile installations got around fast in the industry. There were orders for 36 from the Portland, Ore., area alone. There was a market for several hundred in the electric utilities field in Texas.

We attend the important trade shows regularly, and persons attending those shows do not hesitate to tell us what they need.

For example:

For some time we have been selling "tractor driven generators" which a farmer belts to his tractor when he needs emergency power. Visitors at an REA convention asked us for a generator of the gear-driven type to be operated directly by the power



*there's got to be  
a best way  
to tell your  
product story  
in ads*

**DO YOU KNOW WHAT IT IS?**

You've probably preached "user benefits" to your sales force until you could make a good case for this basic sales approach in your sleep.

You've probably heard or assumed that this same principle applies to advertising.

Well, it does.

But with this difference. When your salesman calls on a prospect he is able to select any element of your product story as a starter; to select the most suitable of his many sales points as he feels his way through the interview.

Your ads, of course, cannot "feel their way" and adjust to readers' reactions. That's why it's so important to find out, in advance, the one *best* way to tell your product story—the way that has the greatest appeal to *most* of your prospects in each of your markets.

Today there is a way to sharpen the common denominators of your best sales story as it applies to each of the different fields you sell. It is a highly specialized type of personal sales investigation which we have developed over a period of many years.

We call it "Ditch-Digging" research. It digs underneath the reasons your prospects give for not buying. Its approach is unbiased; we get your potential customers to talk about things they normally wouldn't tell your salesmen. It helps you crystallize the conditions to be met in each field; reduces the guesswork that hampers advertising effectiveness; leads inevitably to the *best* way to tell your product story.

**THE SCHUYLER HOPPER COMPANY | advertising**

12 East 41st Street, New York 17, N. Y.

takeoff shaft of the tractor. We now offer both the belt- and gear-driven generator.

We receive much information from inquiries, letters and reports from customers using Onan products. Even our registration card, sent in by the customer, helps.

With each original purchase, we send a registration card offering the purchaser a small premium (ballpoint pen, electric tester, etc.) for the prompt return of that card properly filled in. That card tells, among other things, what the generator is used for.

The card is studied for new field possibilities and advertising promotional stories. After a year, the purchaser is asked to tell us how the generator performed and what it is now being used for. He is asked for names of other persons who might be interested in the same use. There again we have new market possibilities.

Onan distributors in addition to doing a fine job of reporting are alert for special applications even though they know we may not, at the time, be able to fill the end product requirement. They will even improvise a packaged unit in which they think Onan should be interested.

Our Chicago distributor noted the need for a special flood lighting unit by the fire department. The result was a truck with one million candle power of floodlighting powered by an Onan electric plant. The Chicago fire department quickly put three of these units into service, using the generators not only for lighting but also to operate tools and auxiliary equipment.

The race for sales is always on, with our company in an advantageous position when it has originated a unit. As the race progresses, however, new needs arise. We are now preparing for production of new marine diesel plants and other products which are being announced or will be shortly.

Sales are the end product of careful programming and gearing of advertising and promotion to production and sales.

One of the steps in this programming was to combine advertising, direct mail and all promotional activities to dovetail with the sales plan. G. R. Burda, sales promotion manager, worked out a schedule under which each section of the market potential was analyzed in groups such as public institutions, utilities, architects and engineers, heavy and light construction and industries.

In all we found more than 20 major groups, broken down into their various segments.

Next step was the determination of the amount of advertising, promotion



### He Loves Competition!

Hiram W. (Hi) Hascall, vice-president in charge of sales, D. W. Onan & Sons, Inc., Minneapolis, has been a selling salesman from an early age and his gripe about today's salesmen is that they are "storekeepers." They sit behind counters (and desks), he says, and "wait for the customers to come in."

As a boy he sold newspapers, went to house-to-house canvassing, then to selling retail items over the counter. For a motorcycle company (Harley Davidson) he had the job of setting up a dealer organization, training new salesmen in the fine art of selling motorcycles. He originated an accessory department. He won several awards, while working for the same company, for hard-hitting direct mail campaigns.

Prior to 1942, Onan's had no outside sales force, depending on media advertising and direct mail. He planned and initiated a completely new selling organization, which for 16 years has included the direction and training of zone and regional sales managers as well as distributors and their personnel.

He is a member of National Sales Executives, Inc., and Minneapolis Sales Executives Club, has served on many of their committees, is a past president of the Milwaukee Ad Club.

and sales work to be done methodically in each group.

While some companies cut back promotional and advertising programs in a period when an economic downturn is under way or anticipated, the 1958 promotion program of Onan's

is expanded and will be larger than last year.

The program calls for advertising in more than 120 publications ranging from *Agriculture de Las Americas* through the *Farm Journal*, *House & Home*, *Popular Mechanics*, *U.S. News & World Report* and *The Wall Street Journal*, to say nothing of *Scrap Age*, *Field and Stream* and the Arabic edition of *Reader's Digest*.

The schedule calls for some 820 insertions in publications with current circulation of 14,812,961.

Advertising dollars are apportioned to the business volume of each trade group, domestic and foreign, as is the volume of direct mail promotion and our participation in trade shows.

Currently the emphasis, in order of importance, is on (1) advertising, (2) direct mail, (3) publicity through editorial releases on new products, (4) trade shows and (5) miscellaneous, the latter including the Onan traveling van that roams the country helping our distributors generate sales interest.

Does it all pay?

During the last year, we had more than 10,000 inquiries.

The inquiries, of course, get careful attention and it is a company policy that unless there is some special reason, inquiries must be answered within 48 hours. Each distributor gets a copy of an inquiry from his area, along with a copy of the company's reply and a reporting form. In due time, the inquirer is contacted by mail to be certain he has been visited by the distributor. And the zone managers are constantly checking with distributors on handling of inquiries.

Built into this program is a comprehensive setup under which we can furnish distributors with just about any type of advertising or promotional material, including market information bulletins, with suggestions for use in just about any of the classified markets. That includes specification sheets and price lists for architects and engineers. These data are also available in Spanish.

Onan does the same thing for the original equipment manufacturers with which it deals directly when its distributors cannot handle the business.

The 102 domestic and Canadian distributors and 123 export distributors as well as their dealers find the material helpful.

While many companies build generators, Onan considers itself to have five or six major competitors. The company expects this year, due to expanded promotional, advertising and sales programs, to get a quarter of the available sales volume. ♦

## How Rheem Finally Made Decentralization Work

(continued from page 35)

tore out some hair, but managed it without losing our place in the market.

"To establish true autonomy you have to have accurate costs. In cases where plants are shared by two divisions this is hell. Who's responsible for basic fixed assets? Who wants to claim the watercooler? Who takes the front lawn, the flagpole, the plant insurance?

"We finally worked out this formula: 'The division whose product has the largest dollar volume at the particular plant is responsible for the common services and capital of that plant.' That division installs a *resident* plant manager. The division with the smaller dollar volume plant production buys the needed services and capital equipment from the other division at the dollar pro rate.

"Other problems included soothing the morale of former plant managers who suddenly found they were sitting on the wrong (smaller) side of the fence; and deciding what should be shared and what should be separate.



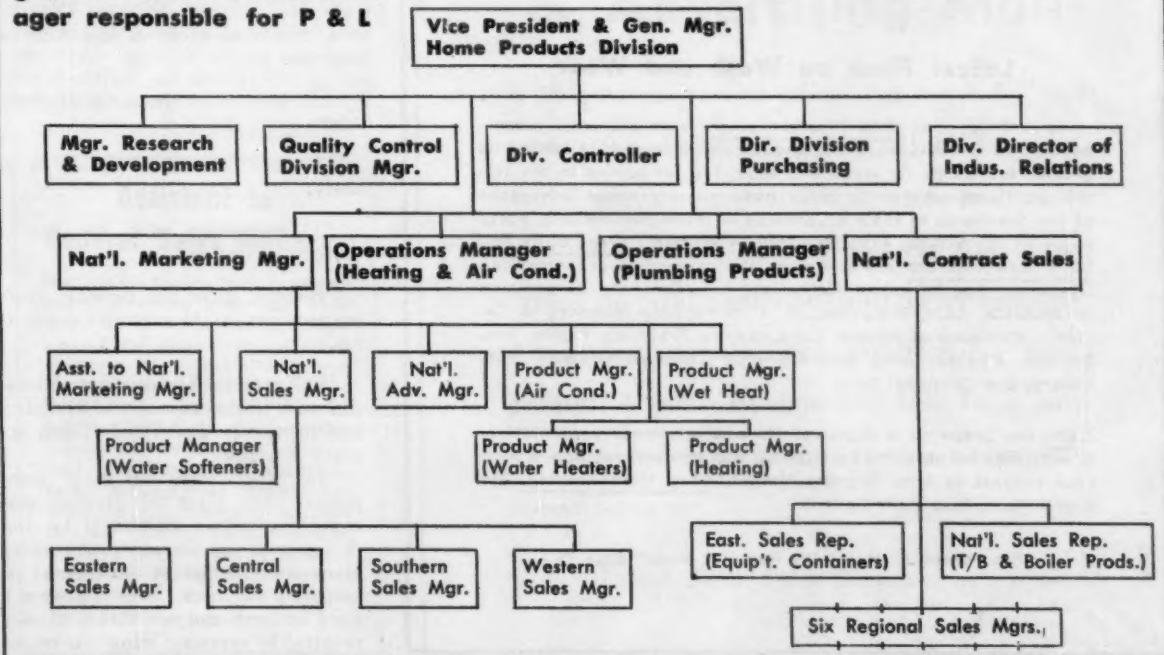
Vearyl J. Heinis (left), vice president and general manager of Rheem's Home Products Division, inspects one of the millions of automatic gas water heaters that has made his company a leading U. S. producer of such items since 1931.

For example, take medical service. Should both divisions sharing a single plant have their own doctor and nurse? Would it be cheaper and more efficient to have a separate accounting or purchasing department? We had

complete flexibility to do whatever we thought best, and we accomplished it this way:

"First, each division's plant manager went through a list of fixed assets to determine what was wanted,

### HOME PRODUCTS DIVISION CHART shows marketing, sales and production functions or- ganized under division man- ager responsible for P & L





what was not. Then the two division managers concerned went over the 'differences' of the plant managers and settled them. Any unresolved problems were to be decided by the executive committee. Speaking for my own division and that of the container people with whom we shared a number of plants, I am happy to say that we managed to work it all out without resorting to the executive committee."

Heinis believes that Rheem's geographical decentralization was impractical because "while each division manager was responsible for his own profit and loss, he lacked sufficient authority and flexibility to change his operating conditions as needed. While passing itself off as a 'grass roots-bottom up' system, it actually worked from the top down," says Heinis.

Does he think Walker's management goal of 30% is realistic?

"When I first heard him tell it," says Heinis, "I was skeptical. But having lived with the idea for some time now, I believe it is an achievable goal."

Walker's inspiration is a paradoxical bit of management philosophy borrowed from General Motors and adapted to Rheem's needs with the help of Emerson ("Em") S. Ronk, who left one of Rheem's management consultants to become Walker's vice president in charge of administration.

"Maximum autonomy with maximum control."

This means that "division man-

agers have operating authority in their divisions, but are responsible to the corporation for producing specific results," says Walker.

"To achieve these results, strict controls are necessary based, in some cases, on goals set by the division managers themselves and subject to prior approval by the executive committee. This group, under Walker's chairmanship, keeps in close touch with the entire operations of the company without trying to tell the division managers how to run their day-to-day business.

"Divisions operate in exactly the same way as the corporation," Walker explains. "They put their decision-making as far down as they can at the plant level. And in the plant they put it down at the production line level. All administrative controls are in the form of three types of action: (1) action taken without reference to superiors; (2) action taken and superiors informed; (3) action taken only on approval of superiors.

"Virtually every company activity comes under this system of administrative controls," says Walker. "Of course, the character of the decision is determined by the magnitude of the activity or the nature of the division. For example, each department of each division has a specific dollar value governing the type of administrative control (or action) that may be taken on purchases. A foreman may not have to obtain permission for purchases under ten or twenty dollars; a division chief may be governed by

figures a thousand or more times that amount.

"In other areas of action," says Walker, "some of which cannot be nailed down to dollar values, the nature of the division is the key factor. For example, pricing in the Aircraft Division is autonomous because of the exactness of the cost accounting and the narrow limits of contract specifications.

"The executive committee may not allow the division to make a bid on a large contract, but it cannot and would not attempt to change the pricing. On the other hand, pricing is so important and comparatively flexible in the container field that the executive committee must be consulted about all pricing changes in that division."

"We regard ourselves at the corporate level as a service to the various operating divisions," says Walker. "The change in organization has allowed more creative thinking than was ever known before. People who had previously made minimum idea contributions suddenly told us a great deal." Talking with Vearl Heinis you realize why.

### Communication Channels

"Sure we have administration controls," says the chubby ex-salesman, "but they are helping us see years ahead and around corners too." Heinis outlined five types of communication from the division to the executive committee:

- (1) five year forecast of planning and growth;
- (2) annual profit & loss forecast and plan;
- (3) quarterly reports against forecasts;
- (4) monthly reports against forecasts;
- (5) emergency calls for special forecast deviations.

"Besides, there are periodic visits by members of the executive committee."

Walker spikes his corporate philosophy with liberal amounts of flexibility and incentives. Let Vearl Heinis explain flexibility:

"In other times or other companies, each plant or division was charged a certain amount of G. and A. (general and administrative costs) as its contribution to the support of corporate functions. This is always a fixed amount, and one that is usually resented by everyone below the corpo-

### Latest Flash on Wash and Wear

As evidence that Good Housekeeping's wash and wear presentation clearly establishes the magazine's leadership in setting up precise Standards for wash and wear, top companies in the textile and garment-making fields have already taken advantage of the Standards in their advertising in trade publications. Forty pages of advertising have appeared in Women's Wear Daily and Daily News Record alone. Among the companies are American Cyanamid Co., Berkshire Hathaway, Inc., Celanese Corporation of America, Cone Mills Inc., E. I. duPont de Nemours & Co. (Inc.), Phillips-Van Heusen Corp., Sayles Finishing Plants, Inc., Scoville Manufacturing Co., Warwick Chemical Division, subsidiary, Sun Chemical Corp.

GH has prepared a digest of its wash-and-wear presentation. A copy may be obtained by clipping this box and sending it with your request to Mrs. Dorothy Harper, Good Housekeeping, 959 Eighth Ave., New York 19, N. Y.

(See "Wash & Wear: It's Red Hot News" page 40.)

rate level. We don't operate under that system now.

"Instead, each division pays 4% on its capital investment, that is, fixed assets plus accounts receivable, plus inventory. Now one thing that's good about working on a percentage basis is that you can do something about it. You have almost complete flexibility to reduce the actual figure. It makes you very conscious of excess overhead."

Walker's other spike is to keep division chiefs from getting too keen on cutting capital investment. It's an incentive and bonus plan for division management and plant managers. A shroud of mystery surrounds the 60-page volume containing these "classified" formulas. But this much is known: Rheem's incentive plans are based on division profit, corporation profit, and a growth factor tied to the division's volume increment. "I don't think about it," says Heinis, "but it works."

Touring Rheem's 17 domestic and 18 overseas plants, "Gus" Walker may personify what *Fortune* magazine once described as "British style in a boiler factory." But "at home" in his 11th floor Park Avenue executive suite, British-born, Australian-bred Walker prefers to face the corporate facts of life amidst early Regency antique furniture.

"We have only three criteria for acquiring new facilities or initiating new products: that they be capable of eventually earning 30% on investment; that they be compatible with present manufacturing and marketing skills; and that they fit in with our present industrial interests. We are a growing company," says Walker with the steady gaze of a man who sees his objectives and sets Rheem for the long bout ahead. ♦

### Assistant to General Sales Manager

Nationally known food company needs a young man age 30-40 with successful sales background to assist General Sales Manager in supervising and working with salesmen in the field. Food experience helpful but not essential. Considerable travel will be involved. Competent man capable of assuming sales management duties will have the opportunity to advance to top management position. State experience, education, complete background. Replies confidential. Box 3395 Sales Management.



"Ever since Miss Evalul came here, the salesmen report in every half hour."

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With proven record of increasing sales and profits for major companies. Hot idea man, sound planner and administrator, brilliantly creative writer. Great on budgets and detail. Strong on public relations and merchandising. Advertiser, agency and publications background. A talk will show you how I can step-up sales and make money for your company, recession or no.

Box 3393, Sales Management

## What Is A MARKET PRODUCER?

A man who creates integrated marketing programs; who inspires advertising agency people, salesmen, dealers to make yesterday's excellent performance today's commonplace; who believes that the future of business lies in understanding the buyer; who knows that a rising profit curve is even more important than a rising sales curve.

This marketing man has such record of achievement. YOU may need HIM. You can only gain by finding out.

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Sales Management, Box 3391

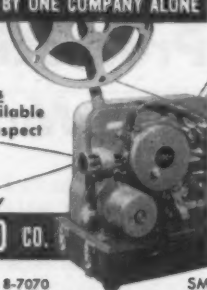
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# SALES GAINS AND LOSSES

The P. Lorillard Co. takes top honors in this compilation of sales gain and loss reports with a whopping 116% first quarter sales increase over last year. New brand marketing success—but more especially the rapid rise of Kent cigarettes—brought Lorillard first quarter sales of \$104.0 million this year as opposed to \$48.1 in 1957. Not many companies had it nearly as well. In this list of 87 firms, 53 report lower sales figures for latest reported periods against last year.

Highest sales figure in this compilation was made by Ford Motor Co.—\$1,569.5 million for the first quarter. But that's 30% lower than last year's corresponding period sales. Other major companies singing the recession blues include Union Carbide Corp., E. I. Du Pont de Nemours & Co., and Aluminum Company of America.

\*—means 1957 vs. 1956 figures.

Figures are shown in millions of dollars.

### UP-34

Company	Period	1958	1957
*Acme Steel Co.	yr.	147.7	134.2
American Airlines, Inc.	3 mo.	71.0	70.7
American Cyanamid Co.	3 mo.	132.5	132.1
American Enka Corp.	12 wks.	15.4	14.4
Babcock & Wilcox Co.	3 mo.	92.5	86.4
Beech Aircraft Corp.	6 mo.	49.0	48.3
Celanese Corp. of America	3 mo.	48.9	46.8
Chance Vought Aircraft Consolidated Foods Corp.	3 mo.	78.4	39.4
Continental Can Co.	36 wks.	242.7	231.2
	3 mo.	240.8	221.5
Douglas Aircraft Co.	3 mo.	312.1	271.3
*Hoover Co.	yr.	53.1	52.6
International Business Machines Corp.	3 mo.	267.4	215.7
Jewel Tea Co., Inc.	12 wks.	98.9	94.3
Lorillard (P.) Co.	3 mo.	104.0	48.1
*Max Factor Mead Corp.	yr.	44.3	31.6
	12 wks.	53.8	46.8
Morgan (Henry) & Co., Ltd.	yr.	44.9	43.0
Murphy Corp.	9 mo.	21.6	13.4
National Dairy Products	3 mo.	358.3	350.2
*Olympia Brewing Co.	yr.	41.7	37.7
Parke, Davis & Co.	3 mo.	42.8	37.7
Pfizer (Chas.) & Co.	3 mo.	53.7	50.7
Philip Morris, Inc.	3 mo.	99.3	95.2
Polaroid Corp.	3 mo.	11.6	8.1
*Porter (H. K.) Co.	yr.	153.5	140.6
Raytheon Mfg. Co.	3 mo.	80.3	52.2
Reynolds (R. J.) Tobacco Co.	3 mo.	254.4	236.6
Scott Paper Co.	3 mo.	70.6	69.8
Spiegel, Inc.	3 mo.	24.2	21.5
*Standard Oil Products Co.	yr.	61.3	59.1
Stauffer Chemical Co.	3 mo.	37.5	37.0
*Thermoid Co.	yr.	39.5	38.2
White Motor Co.	3 mo.	56.7	54.0

### DOWN-53

Aeroquip Corp.	6 mo.	17.1	20.9
Aluminum Company of America	3 mo.	181.5	208.6
American Metal Products Co.	3 mo.	12.4	21.6
American Steel Foundries	6 mo.	54.5	58.4
Champlin Oil & Refining Co.	3 mo.	18.6	20.8

Company	Period	1957	1956
Colgate-Palmolive Co.	3 mo.	128.2	128.4
Congoleum-Nairn, Inc.	3 mo.	11.0	14.1
Copper Range Co.	3 mo.	10.2	11.0
Dow Chemical Co.	9 mo.	482.0	498.2
du Pont (E. I.) de Nemours & Co.	3 mo.	415.0	502.0
Ekco Products Co.	3 mo.	14.0	15.5
Eli Lilly & Co.	3 mo.	45.2	56.4
Fairbanks, Morse & Co.	3 mo.	23.6	31.6
Fedders-Quigan Corp.	6 mo.	24.5	33.4
Federal-Mogul-Bower Bearings	3 mo.	23.3	29.2
Ferro Corp.	3 mo.	12.8	13.8
Ford Motor Co.	3 mo.	1,095.8	1,569.5
Garrett Corp.	9 mo.	128.5	131.4
Gillette Co.	3 mo.	42.8	46.1
Goodrich (B. F.) Co.	3 mo.	161.9	183.6
*Hamilton Paper Co.	yr.	22.0	22.7
Industrial Rayon Corp.	3 mo.	11.6	17.5
Johns-Manville Corp.	3 mo.	59.1	65.6
Kaiser Steel Corp.	3 mo.	46.2	54.9
Liggett & Myers Tobacco Co.	3 mo.	124.0	132.5
Lone Star Steel Co.	3 mo.	10.2	25.7
Manning, Maxwell & Moore	3 mo.	12.6	14.2
*Marmion-Herrington Co., Inc.	yr.	16.4	21.9
*Ogden Corp.	yr.	525.0	606.2
Owens-Corning Fiberglas Corp.	3 mo.	35.9	39.1
Reeves Brothers, Inc.	9 mo.	39.5	42.3
Republic Steel Corp.	3 mo.	190.6	354.4
Riegel Paper Corp.	13 wks.	14.8	15.3
Rockwell Mfg. Co.	3 mo.	22.8	28.3
Sealright-Oswego Falls Corp.	3 mo.	10.9	11.4
*Singer Mfg. Co.	yr.	358.6	363.8
Standard Products Co.	9 mo.	24.1	28.3
*Stanley Home Products	yr.	53.7	57.3
Square D Co.	3 mo.	22.2	25.1
Thew Shovel Co.	3 mo.	5.4	12.0
Thompson Products, Inc.	3 mo.	73.9	96.8
Underwood Corp.	3 mo.	16.6	20.6
Union Carbide Corp.	3 mo.	294.0	351.2
United-Carr Fastener Corp.	3 mo.	16.6	20.6
*U. S. Hoffman Machinery	yr.	84.6	90.8
U. S. Industries, Inc.	3 mo.	21.9	28.3
*Vertol Aircraft Corp.	yr.	77.2	90.0
Wagner Electric Corp.	3 mo.	21.6	26.4
Webcor, Inc.	3 mo.	7.8	9.3
Woodall Industries, Inc.	6 mo.	11.9	16.3
Wrigley (William Jr.) Co.	3 mo.	20.8	22.0
Wyandotte Chemicals Corp.	3 mo.	16.7	19.4
Youngstown Sheet, Tube Co.	3 mo.	115.3	192.0

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MAY 16, 1958

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Randy Brown, Jr.

#### SALES PROMOTION MANAGER

Philip L. Patterson

#### Asst. to Vice-President, Sales

Cecelia Santoro

#### ADV. SERVICE MANAGER

Madeline Singleton

#### PRODUCTION MANAGER

Virginia New

### DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Charles J. Stillman, Jr., John C. Jones, Elliot Hague, Howard Terry, Robert B. Hicks, Dan Callanan, 386 Fourth Ave., New York 16, N. Y. Lexington 2-1760.

Chicago—C. E. Lovejoy, Jr., Western Advertising Director; W. J. Carmichael, Western Sales Manager; Thomas S. Turner, John W. Pearce, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Vera Lindberg.

Pacific Coast—Warwick S. Carpenter, 15 East de la Guerra, Santa Barbara, Calif., Woodland 2-3612.

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HUGHES PRINTING CO.  
EAST STROUDSBURG, PA.

## TODAY'S ADVERTISING

Policies • Trends • People

by Lawrence M. (Mike) Hughes

### Nameless

There they are, big as life on station posters for all solvent suburbanites to see—and a new one each month: a board chairman of beverages; presidents of food and air-conditioners; the v-p of a \$300-million-a-year tobacco manufacturer.

All of them are consequential customers of Marine Midland Trust Co., New York.

But all are nameless.

The reason, says an MMTC v-p (confidentially Walter H. Johnson, Jr.), is that "we don't want to hurt them with their competitors." Maybe, however, Marine Midland would like some of their competitors' business too. "We're just a little bank," adds our informant. "When BBDO suggested this modest approach (a half-showing), we took it."

### Capital

McGraw-Hill's report that U.S. industry's expenditures for new plants and equipment will be 12% less this year caused me to recheck two statements I made in *SM* last November 10, in a wrap-up on forward plans of "five fastest-growing manufacturers."

Both Dow Chemical and Reynolds Metals then intended to invest in capital facilities in 1958 three times their net earnings of last year: respective investments \$175 and \$120 million.

Are they continuing these investments? They are.

### Outdoor

Congress has decreed that states which want posters on their parts of the big new highway system will get less federal aid.

But the outdoor medium, it seems, has just begun to fight: In a \$300,000-a-year campaign OAAA shows that more than half of all new panels now being built are of modern, Raymond Loewy design; that 80% of members' panels are now repainted annually, and 90% of members' painted bulletins conform to its standards.

Trendex may find, as *Reader's Digest* reports, that "65.9% of Americans interviewed favor billboard control" on the new system. But OAI replies with Starch findings, that "80% of people call outdoor advertising 'attractive and pleasant to see.'"

Meanwhile, outdoor thrives: In 1957 its top 10 national accounts spent \$39.4 million—or 63% more than the \$24.3 million of the top 10 in 1948. Of the 1957 leaders, six were beverages, three automotive, and one food. In 1948 six were automotive, three beverages, and one food. The 1957 leaders: General Motors, Ford, Anheuser-Busch, Coca-Cola, Seagram, Schenley, Shell, National Dairy, National Distillers and Falstaff Brewing.

### Practice

More media think it pays them to advertise:

OAI's own promotion budget will be "at least as large as last year's." There'll be more direct mail and films.

Time, Inc., is spending more over all, with *Life* promotion up 15%. The company's "advertising advertising" campaign is "above our regular budget."

### Up

Three swallows don't make a summer, or even an evening. But: the boating books are rather boomish. *Redbook's* May issue soared 61.1%. Market Research Corp. of Amer. had a record first quarter. And Ketchum, MacLeod & Grove boosts billing 10% to \$26.6 million annual rate.

### Forward

For those who'd rather forget 1958:

1959 will be the 400th anniversary of de Luna's landing at Pensacola, Fla.; the centennial of the State of Oregon; of the first petroleum well—at Titusville, Pa.; the composing of "Dixie" by Dan Emmett, and the founding, by John Huntington Hartford on Vesey St., N.Y., of a \$4.5 billion-a-year outfit called A&P.

### Advertisers

There's no recession, says a professor: "Just underconsumption." The marketing-concept should cure it by delving into prospects' desires, including the hidden ones. But who's to blame? Don't folks desire? Or have the researchers missed them? Or are copywriters merely boring—instead of inflaming?

Cost-conscious Capt. Eddie R. must have cringed at the prediction of Lockheed's Clarence (Kelly) Johnson that by 1968 Mach 3, or 2,000-mph, jets will cross the country in 80 minutes—but at a delivered price twice that of the forthcoming Boeing 707's or Douglas DC-8's.

### Media

National advertisers spent a record \$757.4 million in newspapers in 1957, reports BofA. Including production costs, estimated at 6.9%, the total reached \$810 million. Fastest growers, percentagewise, were also. beverages, hotels and resorts, medical, tobacco, transportation and wearing apparel . . . Magazines stepped up expenditures in newspapers 8.6%, and radio & TV stations 25.3%.

For even greater flexibility, the *American Home* (just acquired by Curtis) offers four regional editions . . . *Sports Illustrated's* Sports Festival, already seen by 200,000 in six cities, will play shopping centers at Palo Alto, Cal., this month and Minneapolis in June . . . PoPAI is expanding research and education of retailers and manufacturers' salesmen, to make point-of-purchase more potent . . . NBC-TV's new discount plan, effective next October 1, says Walter D. Scott, will benefit especially "year-around advertisers sponsoring a combination of daytime-evening and every-week and e-o-w. shows."



**USE-TESTED<sup>®</sup>**

by **McCall's**

**T**

**ELLS THE PRODUCT STORY**

McCall's Use-Tested<sup>®</sup> Tag reports the findings of McCall's editors on how the product actually works under home-use and laboratory conditions—telling the product story in terms of greatest interest to the customer: *What will it do for me?*

**A**

**LWAYS WITH THE PRODUCT**

McCall's Use-Tested Tag is one salesman on the job all the time—ready to tell the sales story when a salesman isn't on hand; providing friendly "sales-talk" material when he is available.

**G**

**IVES A THIRD-PARTY ENDORSEMENT**

McCall's Use-Tested Tag speaks to the customer with the authority of McCall's Magazine . . . a trusted, respected source of information about ideas and products for the home.

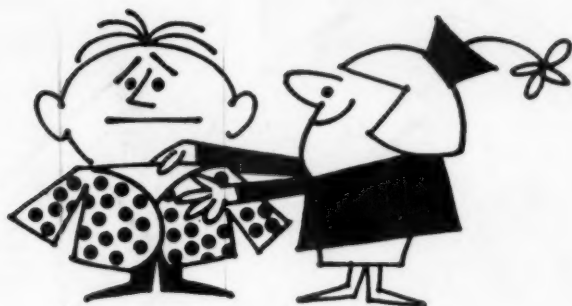
*"we used it and we like it!"*

To learn how to put the power of McCall's Use-Tested program behind your product, see your McCall's representative—or drop a line to McCall's, 230 Park Ave., New York 17, N. Y.

**McCall's**

*the magazine of Togetherness . . . circulation now more than 5,300,000*





## Why, actually, do Chicago men buy clothes?

It was hallelujah Tuesday at Peter, Peter, Plompkin & Eater (Specialists in Plain and Fancy Advertising). Big Chief Plompkin had brought in a brand new men's wear account.

But before leaping into copy platforms, media recommendations etceterateria, Plompkin suggested that the agency take a deep look into the men's wear business and find out why men buy clothes in the first place.



When agency Research Hounds were unleashed, the trail led right to Joe and a brand new piece of Tribune research on the Motives, Marketing, Merchandising and (you guessed it) Media for Men's Wear.

"It seems that men have vastly different ideas about clothes than women."

Joe told them, "For example, a woman dresses to be noticed, a man to be unnoticed."



"Most men are not interested in technical talk about clothes. Comfort is their first concern. If a suit feels right, it fits right."

"54.3% of the men take someone along when buying a suit. 54% of the married men take their

wives. But, although men like advice, they like to make up their own minds."



"While few men are willing to admit that their old clothes are obsolete, 44.9% want more clothes than they own. But 71%

think that anything will come back in style if they just wait long enough."

"Now, about media," continued Joe, smiling, "men report that, next to store windows, they find newspapers most helpful for information about clothes."

The P.P.P. & E. squad, confirming this statement from personal experience, nodded their heads in agreement. So Joe jumped in with a few more facts—including findings that show the Chicago Tribune preferred by more Chicago men (51.9%) as a source of shopping information, than the other three Chicago papers combined.



Now maybe you sell macaroons instead of men's wear. But if you want to sell more of them in Chicago, call in Joe. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune. And Joe's the joe to give the facts to you.

# Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

